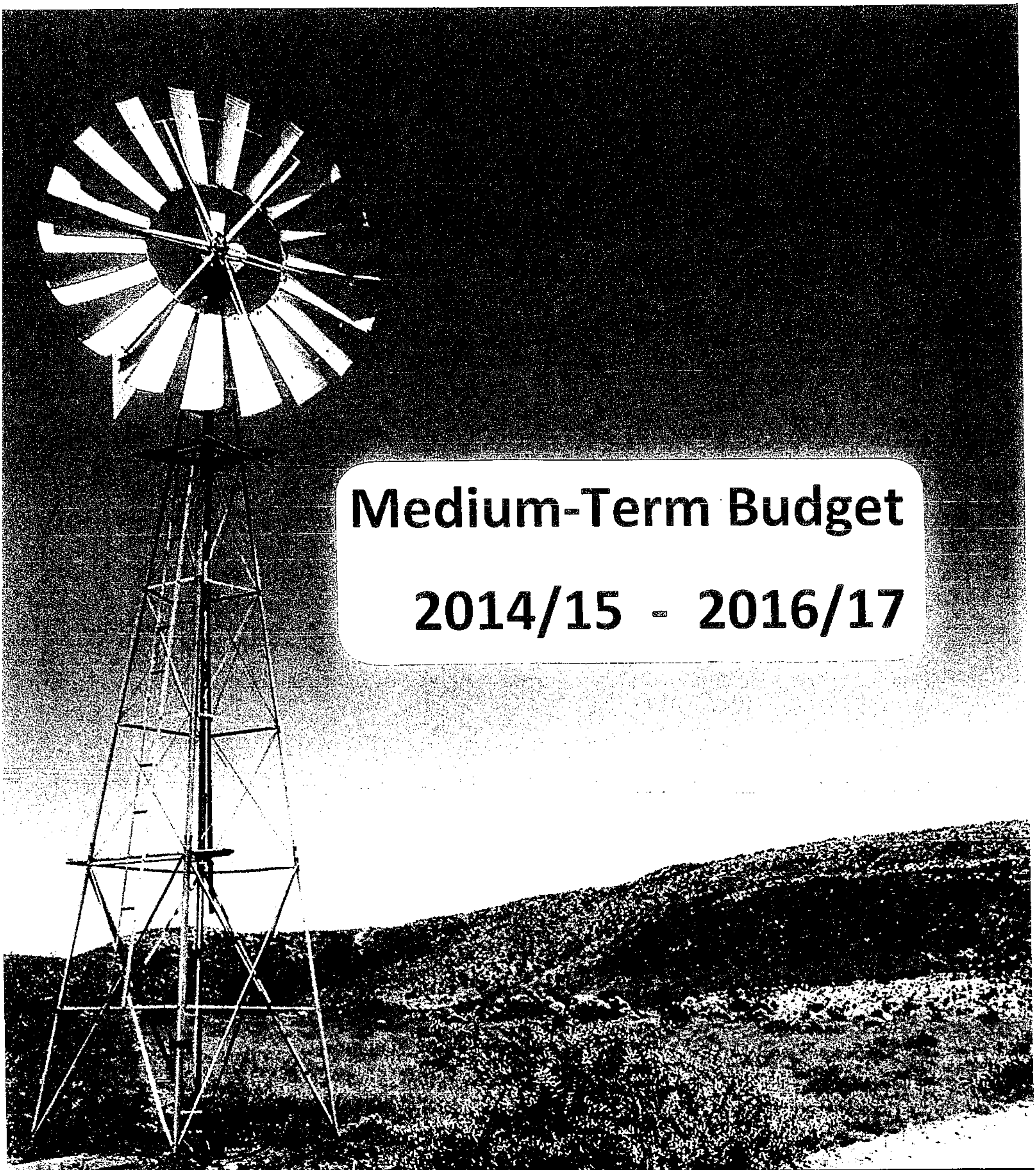


Medium-Term Budget

2014/15 - 2016/17

Cacadu
DISTRICT MUNICIPALITY
Province of the Eastern Cape
progress through development

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PART 1

ANNUAL BUDGET

CHAPTER 1

Mayor's Report

BUDGET SPEECH DELIVERED BY THE EXECUTIVE MAYOR OF THE CACADU DISTRICT MUNICIPALITY, COUNCILLOR KHUNJUZWA KEKANA, ON THE PRESENTATION OF THE IDP AND BUDGET FOR THE FINANCIAL YEAR 2014/2015 AT A COUNCIL MEETING HELD ON 28 MAY 2014

Speaker of Council

Mayors of local municipalities

Members of the Mayoral Committee

Honourable Councillors

Leaders of all Political Parties

Management and staff members

Members of the Community

Distinguished Guests

The Media

Ladies and Gentlemen

Introduction

Mr Speaker

Just more than a hundred years ago on 08th of January, a group of leading intellectuals, clergymen, teachers, activists and fellow South Africans from across our country met in Mangaung, Bloemfontein to discuss the destiny of Black Africans.

This following, as it was, in the face of the exclusion of the majority African people in the administration and governance of their country.

Today, many historians agree that, that historic meeting in 1912, was a watershed moment, not only in the history of our glorious movement, the African National Congress, but of our country.

We are therefore meeting here today, after a full century of a triumphed people's movement of resistance and defiant struggle against Apartheid, discrimination and dispossession of our people.

This year is also particularly important to both our nation and our people, as it marks the 20th year of our democracy as well as the 18th anniversary of the Constitution of the Republic.

It is this supreme world acclaimed document, which contains our people's hopes and aspirations that continues to guide the work of our government and in particular our municipality.

Today, as per the prescripts of the same celebrated Constitution and other laws; we are presenting our annual 2014/15 IDP and Budget for approval by our Council.

Mr Speaker, this budget of Council is aligned to the Cacadu District Municipality's Integrated Development Plan (IDP) with its vision statement:
"An ***innovative and dynamic municipality striving to improve the quality of life for all our communities*** "mission statement and corporate values which are displayed at the end of the speech. The budget reflects the collective determination of the municipality to address with energy the challenges of creating jobs, reducing poverty, building infrastructure and creating an enabling environment for economic growth.

The municipality has a very good corporate governance record and has once more received a Vuna Award for producing seven (7) unqualified audit reports in succession. This achievement is due to the teamwork that exists between management, political office bearers and effective corporate governance structures. I am confident that the municipality will achieve a clean audit outcome this year (2013/2014) emphasizing that **Cacadu District Municipality is an institution of excellence.**

Mr Speaker, I take pleasure in presenting the budget speech and the Medium Term Revenue and Expenditure Framework for the 2014/15 and outer financial years.

The economy

The global economic outlook remains unsteady – some advanced economies have returned to growth, others continue to lag. The slowdown in quantitative easing by the Federal Reserve has caused further uncertainty to financial markets, currency volatility and capital outflows from emerging markets.

South Africa's economy has continued to grow, but more slowly than projected a year ago. We expect growth of 2.7% this year.

A weaker exchange rate is a risk to the inflation outlook, but it supports exporters. Sustained improvements in competitiveness require further investment in infrastructure and a range of microeconomic reforms.

South Africa's economic outlook

After slowing to 2.5% in 2012, South African economic growth continued to underperform in the second half of 2013.

Economic growth is expected to recover somewhat to 2.7 % and to 3.2 % in 2014 and 2015 respectively. However, the Reserve Bank last week forecasted a growth rate of 2,1% for 2014.

This forecast indicates that the amount of money flowing to the National Fiscus will be limited. With all the demands being placed on Government, it is very likely that the amount of transfers from National Government to Local Government will also be curtailed.

Consumers under pressure

Headline consumer price inflation has increased gradually from a recent low of 4.9 % year-on-year in July 2012, but remained within the inflation target range until July and August 2013 when it accelerated notably, peaking at 6.4 %. The marked acceleration in consumer price inflation during the third quarter could mainly be attributed to higher petrol prices and to a lesser extent, higher food prices. A further and sustained weakness in the Rand is also a risk.

Disposable income will therefore remain under pressure. This will affect the ability of ratepayers and consumers of municipal services to pay their municipal bills. Any increases in municipal tariffs should therefore be kept to an absolute minimum.

Interest rate outlook

It is expected that the SARB will keep interest rates on hold in 2014 and only start the rate hiking cycle in the first quarter of 2015. The impact of this will be evident on our investment income.

The National Development Plan

The Minister of Finance indicated that central to the NDP is our commitment to partnership – to a social compact to reduce poverty and inequality, and raise employment and investment. To make more rapid progress in creating jobs and reducing poverty, we have to grow our economy at 5 per cent a year or more.

To achieve this, and to establish a growth path that is inclusive and rapidly promotes black economic development, a wide range of initiatives are under way:

1. Accelerated public infrastructure investment,
2. New spatial plans for cities, improved public transport and upgrading informal settlements,
3. Support for special economic zones and manufacturing incentives in the Industrial Policy Action Plan,
4. A tax incentive to encourage youth employment,
5. Further expansion of public works programmes
6. A renewed focus on accountability and quality in education,
7. Phasing-in of National Health Insurance,
8. Further investment in renewable energy and support for the transition to a low-carbon economy,
9. Steps to professionalise the public service and overhaul procurement and supply chain management.

Our Province has also embarked on developing a long term vision, currently termed Vision 2030. It is imperative that the Cacadu District Municipality also develops a long term plan to align with the National Development Plan as well as with the Provincial 2030 plan. This plan must look at the development and investment that government needs to make in this District.

Success in implementing these plans will depend on discipline, hard work, cooperation and sustained improvements in productivity, both in the public and the private sectors. Our present circumstances oblige us to live and spend modestly and keep a careful balance between social expenditure and support for growth.

2014/2015 Review of the Integrated Development Plan

In accordance with the Annual Review of the IDP, the District undertook to convene a Strategic Planning Session as a first step in its review process in order to appreciate strategic opportunities, strengths, and challenges and hence develop a broad strategic growth and development agenda.

The primary purpose of the Strategic Planning Session held on 14 and 15 November 2013 has been to closely examine the implications, windows of opportunity within the environment, and assess the district strength, capacity, and capabilities to aptly respond to the demands of the new opportunities within available financial resources.

Political and Management leadership share common positions and views regarding the need for the District:

- To embrace and provide local beneficiation articulation on the emerging national and provincial catalytic projects within the district space;
- To review its delivery approach on the mandated functions; and
- To re-examine the success and setbacks of its current business model.

The objectives/outcomes of the Strategic Planning Session were defined as:

a) Conduct a Review of the Development Focus [Strategy] of the District to inform its 'new' District Development Growth Path;
b) Review organisational performance in-line with the contextual opportunities and challenges;
c) Discuss and outline implications for organisational model and operations and discuss potential Development Business Model and it Operating Model; and
d) Develop a sequenced implementation plan.

The Development Facilitation Model developed by the District is reaffirmed as relevant and that it must be enhanced to meet the requirements of the new demands emerging from the development agenda that integrates national and provincial catalytic programmes/projects.
The refined model places Knowledge Management at the centre the district's agenda setting drive through multi-stakeholder collaborations and partnerships.

What are the Emerging Strategic Priorities ?

The emerging strategies and priorities identified during the 2013 Strategic Planning interventions for our District 2030 Vision are summarized below:

<u>External considerations:</u>

- Integration with Port of Ngqura
- Nuclear project (benefit management)
- Shale gas (benefit management)
- Green energy / technology (wind, solar, biofuel waste)
- Agro-processing (add-value)
- Tourism
- Integration with knowledge institutions
- Economic inclusion

Internal considerations:

- Financial Sustainability
- Skills pipeline/education performance
- Governance issues in LMs
- Water services authority
- Bulk infrastructure (packaging, leverage funding)
- Relocation
- Support and Capacity Building
- Role of the CDA
- Spatial planning

It is therefore an urgent priority to develop appropriate plans for the implementation of these strategic priorities. It was acknowledged that the CDM will need new skills and competence to implement these strategies and many need to reorganize and reskill employees. It will therefore be necessary to undertake an organisational development study to determine the skills gaps, personnel resources required and the appropriate organisational structure to perform optimally and implement these new activities and programmes.

It was also acknowledged that the implementation of the new strategic priorities and the reduction of funding to finance infrastructure and economic development projects would have to be undertaken on a phasing – in approach. There are many multi-year projects which will have to be completed in the 2014/2015 financial year. **The 2014/2015 budget is therefore referred to as a transitional budget.**

The organisational development studies which will be undertaken during the 2014/2015 financial year will be done within the framework provided for in the Regulations on appointment and conditions of employment of senior managers.

2014/2015 Budget

The financial position of the Cacadu District Municipality is still strong, although it has a weak revenue base. The Cacadu District Municipality achieved unqualified audit reports in seven (7) consecutive financial years reflecting the drive towards financial management excellence in the Cacadu District Municipality. The application of sound financial management principles for the compilation of the CDM's financial plan is essential and critical to ensure that the District remains financially viable and that sustainable municipal services are provided economically and equitably. In the 2012/2013 financial year the Cacadu District Municipality achieved a spending of R118 million of the total operating budget. The overall forecasted financial performance results for the 2013/2014 year reflect a forecasted total spending of R139 million.

This year (2014/2015) we are tabling an operating budget amounting to R153.7 million which represents a decrease of 17% over the 2013/2014 financial year's adjusted budget. The decrease is mainly due to the reducing conditional grant funds.

The Budget is more than a mere balancing of available revenue to meet expenditure needs. The budget is a policy instrument which seeks to transform our society with huge development needs.

The main challenges experienced during the compilation of the 2014/2015 MTREF can be summarized as follows:

- The ongoing difficulties in the economy and marginal growth in discretionary revenue;
- The need to reprioritize projects and expenditure within the existing resource envelope given the cash flow realities;
- Payroll increases for municipal staff and increased electricity costs that continue to exceed consumer inflation; and
- Affordability of projects.

Key IDP Interventions

Mr Speaker, the Cacadu District Municipality has identified a number of key IDP interventions. These represent flagship programmes that will accelerate the achievement of the principles contained in our Growth and Development Strategy. They are:

- Strengthening both political and administrative links;
- Assisting LM's with specialized support;
- Partnering with Sector Departments to deal with services deliver and institutional challenges;
- Providing technical assistance and assistance with feasibility studies;
- Leveraging funding for local service infrastructure of LM's;
- Implementing Capacity Building Programmes;
- Exploring and embarking on Shared Service arrangements; and
- Leveraging on District Strategic Initiatives.

Hence the development priorities for the 2014/2015 financial year will remain the same, namely -

- Infrastructure development
- Capacity building and support of local municipalities
- Financial viability
- Community services
- Institutional development

Key Challenges and Risks that need to be addressed

- The need to have a shared vision of our role in making an impact in the District;
- Ongoing communication to LM's and stakeholders to reinforce the development facilitation model;
- Building our relationship with the LM's and the other spheres;
- Effective support to LM's to turn around the situation at LM's;

- Attracting conditional grant funding (tapping into Jobs Fund, Rural Development Funds, DBSA); and
- Implementing structures and systems to play an effective monitoring an evaluation role.

Tariffs

The tariffs and charges were increased by 6%. These however make a very minor contribution to our revenue.

Medium Term Operating and Capital Budgets for 2014/2015

Revenue

Mr Speaker, the total Operating Revenue Budget is estimated at R153.7 million. Revenue derived from Equitable Share of National Revenue and the Levy Replacement Grant for the 2014 / 2015 financial year amounts to R22.5 million and R57.5 million respectively which has increased by 17% and 3% respectively over the last year. Investment interest and contribution from the accumulated surplus account amounts to R11.5 million and R48 million respectively. Conditional Grant funding to finance project expenditure, amounts to only R6 million.
It is evident from the details provided in the budget that the municipality is totally dependent on grant funding from the National Treasury and interest earnings to finance its operations.

It is evident that sustainable discretionary revenue amounts to 61% (R93.4 million) of total revenue excluding grants while non-sustainable discretionary revenue in the 2014/2015 budget amounts to 39% (R60.3 million) of total revenue. The conditional grant funding amounts to 4% (R6 million) of total revenue.

Summary of Expenditure Budgets per Department

As indicated above, the total operating revenue budget is estimated at R153,7 million. This budget is allocated as follows with regard to expenditure:

Infrastructure Development and Planning:	R68 132 000	44%
Finance and Corporate Services	R43 341 000	28%
Economic Development	R20 832 000	14%
Office of the Mayor	R13 439 000	9%
Office of the Municipal Manager	R 7 964 000	5%
TOTAL	R153 708 000	100%

One major component will be the allocation which the District Municipality has set aside for the rendering of Environmental Health Services. The Budget for the Office of the Mayor also includes an amount of R1 155 000 million for the Unemployed Graduates programme.

Project Expenditure

Project expenditure for the 2014/2015 budget amounts to R62.8 million and details are reflected on pages 139 – 142 of the Budget Document. The sources of funding are also indicated.

Offices of the Municipal Manager and the Speaker

The total project budget for the Offices of the Municipal Manager and Speaker is R6,234 million. An amount of approximately R1 million has been set aside for the Moral Regeneration campaign, Training of Ward Committees, Imbizos and Outreaches as well as the capacitation of councillors. An amount of R1,25 million has been set aside for special programmes. These include Women Empowerment, Youth Development, Supporting People with Disabilities as well as the implementation of the HIV and Aids Plan. The District will continue to play a pivotal role in ensuring that the Connect with Cacadu programme continues. This will ensure that all libraries in the District have access to free internet and email services as well as a range of other educational and information tools. An amount of R3 million has been set aside for this. The Municipal Systems Improvement Grant (MSIG) will primarily be used to develop the capacity of the institution. This amounts to R934 000.

Infrastructure Services and Planning

An amount of R38,27 million has currently been set aside for projects. An amount of R15,318 million has been earmarked for fire services. The contribution to local municipalities will be R3 million. A satellite fire station is currently being constructed in Hankey (Kouga). A R1 million contribution will be made for that fire station. The District Municipality has commenced with the planning of a fire station in Sanddrif, Koukamma. An amount of R4,5 million will be used to construct the station in the new financial year. The construction of the fire station in Somerset East has already commenced. An amount of R1,3 million has been set aside to complete that project. Currently, the budget for the fire station at Bushmans River Mouth is R2,4 million. However, more funds are needed to realize this project. The District will also be procuring fire equipment and embarking on training of the fire fighters of the municipalities. This will amount to R1,3 million. It will also continue with the standardization of fire hydrants. An amount of R1,8 million has been set aside for this.

With regard to water and sanitation, two of the major projects are the Jansenville Water Treatment Works of R2,19 million and the Nieu Bethesda Water Treatment Works at R2 million.

An amount of R4,5 million has been set aside for the construction of the Inter-City Bus Terminal in Graaff-Reinet. However, to properly implement this project, additional co-funding will be required from the Camdeboo Municipality and other potential developers on the site. An amount of R2,1 million is earmarked for the study into the rural roads in the District.

The District Municipality has decided to resuscitate the Paterson Emergency Centre project. An amount of R5 million has been set aside for this project in the new financial year. The Rietbron EPWP project is coming to an end early in the new financial year and an amount of R1,2 million has been rolled over for this project. The District Municipality will be embarking on a new Expanded Public Works Project in conjunction with Sundays River Valley Municipality. An amount of R1,236 million has been allocated for this.

Further amounts have been allocated for planning, feasibility studies, district-wide plans as well as technical support to local municipalities.

Economic Development

An amount of R4 million has been allocated for the District Development Agency. Tourism promotion and development including creative industries has been allocated an amount of R5,4 million. These include support to LTOs, Tourism Infrastructure Investment in local municipalities, Tourism Sector Development support, Tourism Education as well as Destination and sub-branding signage.

Small, Medium and Micro Enterprises will benefit to the amount of R2,23 million. An amount of R2 million has been set aside for the Agricultural Mentoring Programme. The District Municipality will also be finalizing various studies and initiatives with regard to the REDI programme. This will amount to R1,7 million.

Finance and Corporate Services

One major project for this Department will be to support local municipalities to improve their audit outcomes. An amount of R2,5 million has been set aside for this.

All Departments are responsible for Capacity Building and Support of the nine local municipalities in our District, and each of their project budgets contain an element of this.

Capital Budget

The Capital Budget of the District Municipality is R13,73 million. Of this, an amount of R10 million has been set aside for the relocation to Kirkwood. The remaining portion is primarily to deal with the procurement of furniture and equipment.

Conclusion

Mr Speaker, I believe that the budget that is tabled here today meets the aspirations of our stakeholders, addresses service delivery challenges, responds to our legislated responsibilities, supports and capacitates local municipalities and addresses economic growth.

Finally I wish to express my heartfelt gratitude to:

- the members of the Mayoral Committee and the Budget Steering Committee for providing the necessary political oversight during the budget process;
- the Municipal Manager and the Directors as well as the officials who have played an important role in the compilation of the IDP and the budget.

Honourable Speaker I now formally table the 2014/2015 medium term budget and annexures for Council's consideration in terms of Section 24 (1) of the Municipal Finance Management Act.

K E KEKANA
EXECUTIVE MAYOR

CHAPTER 2

Resolutions

CHAPTER 2

RESOLUTIONS

Capital Budget

IT IS RECOMMENDED

That the annual capital budget of R13.7 million for the year 2014/2015 and the estimates for the two projected outer years 2015/2016 and 2016/2017 for the Cacadu District Municipality are approved as set out in the following schedules:

- Capital budget by vote (**Annexure "E"**)

Operating Budget

IT IS RECOMMENDED

That the annual Operating Revenue of R153.7 million and the Operating Expenditure of R153.7 million for the Cacadu District Municipality for the financial year 2014/2015, and the indicatives for the projected medium term period 2015/2016 and 2016/2017 be approved as set out in the following attachments:

The total operating budget by vote for the departments as reflected on Table A3

That the supporting information contained in the 2014/2015 – 2016/2017 Medium Term Revenue and Expenditure Budget document as required in terms of Section 17(3) of the Municipal Finance Management Act (Act 56 of 2003) be considered in conjunction with this report.

Tariffs

IT IS RECOMMENDED

That the tariffs and charges as tabled in the Council agenda in **Annexure "F"** be approved for the 2014/2015 financial year.

Budget Related Policies

IT IS RECOMMENDED

That the Banking and Investment Policy be amended as follows:

3.4 Unresolved Reconciling Items

Unidentified bank deposits must be adequately followed up. After a period of 6 (six) months, where no claims are made or the origin of the payment is still unknown / unidentified, the amount will be journalised as current year revenue.

Cheques older than 6 months (stale) must be re-issued subsequent to follow up. Should the new cheque to the same supplier become stale, the amount will be reversed against the expenditure account.

and that the revised and updated Budget Related Policies detailed below, circulated under separate cover be approved:

- Budget policy;
- Banking and Investment Policy;
- Supply Chain Management Policy;
- Virement Policy;
- Credit Control and Debt Collection Policy;
- Revenue By-laws;
- Tariff Policy;
- Sundry Financial Policies; and
- Policy on Unauthorised, Irregular, Fruitless and Wasteful Expenditure and the Enforcement of Proper Financial Management

Cacadu Development Agency

IT IS RECOMMENDED

That the annual capital budget of R145 000 for the year 2014/2015 and the estimates for the two projected outer years 2015/2016 and 2016/2017 for the Cacadu Development Agency are approved.

That the annual Operating Revenue of R5.85 million and the Operating Expenditure of R5.7 million for the Cacadu Development Agency for the financial year 2014/2015, and the indicatives for the projected medium term period 2015/2016 and 2016/2017 be approved.

The total capital and operating budget by source / type as reflected on Table D2

That the supporting information contained in the 2014/2015 – 2016/2017 Medium Term Revenue and Expenditure Budget document as required in terms of Section 17(3) of the Municipal Finance Management Act (Act 56 of 2003) be considered in conjunction with this report.

CHAPTER 3

Executive Summary

CHAPTER 3

EXECUTIVE SUMMARY

The Cacadu District Municipality's projected overall spending envelope for the 2014/2015 Medium Term Budget (MTB) amounts to R153.7 million. Approximately R13.7 million will be invested in the relocation, capital infrastructure, vehicles, furniture and equipment.

The 2014/2015 MTB has been prepared within the context of a fragile global economy, taking into account the implications of the weakening rand and rising inflation rates.

Within the fragile global economic environment and the local low-growth scenario, it is expected that the Cacadu District Municipality's revenue base will be adversely affected. The Cacadu District Municipality has also seen a slow increase in its revenue base with the introduction of the Levy Replacement Grant. The demarcation process whereby the District Management Areas (DMA) was incorporated in the local municipal areas has adversely impacted on the CDM's revenue base. The DORA then reflected a decrease in Equitable Share revenue but is steadily increasing. The Levy Replacement Grant increased marginally from R55.8 million in the 2013/2014 to R57.5 million in the 2014/2015 financial year which creates a challenge for CDM to perform its legal mandate together with ensuring financial sustainability in the short and medium term.

The municipality's efforts to improve the quality of life of the communities, was adversely affected by MIG funds no longer being allocated to CDM. The impact of these revenue reductions have forced the municipality to use greater amounts of its accumulated surplus impacting negatively on its financial sustainability in the medium term. It therefore means that more should be done with less, without compromising on essential programmes or services.

In the MFMA Circular No 54, the National Treasury provides some guidelines, taking into account the ongoing constraints on the revenue side, municipalities are made aware that tough decisions will have to be made on the expenditure side and that priority ought to be given to:

- Ensuring that drinking water meets the required quality standards at all times;
- Protecting the poor from the worst impacts of the slow recovery in the labour market;
- Supporting meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation;
- Securing the health of their asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance; and
- Expediting spending on capital projects that are funded by conditional grants.

National Treasury advises municipalities to pay special attention to Circular 58 with Circular 66 as follow up, which classifies the following as unnecessary expenditure that needs to be eliminated:

- Excessive sponsorship of music festivals, sporting events, including ticket purchases for Cllrs and officials
- Excessive catering for meetings and other events
- Arranging workshops and events at expensive private venues
- Excessive printing costs
- Luxurious office accommodation and furnishings
- Foreign travel
- Cllr and staff perks such as mayoral cars, notebooks, travel allowances, etc
- Excessive staff in the office of the mayor, i.e. spokespersons and political advisors
- Donations not made in terms of indigent policy
- Costs associated with long-standing staff suspensions
- The use of consultants to perform routine management tasks and
- Payment of excessive fees to consultants

National Treasury then issued Circular 70 to remind municipalities of the implication of all previous Circulars issued.

Accordingly, the Cacadu District Municipality's 2014/2015 MTB was guided by the following principles:

- Producing a credible balanced budget:
- Maintaining fiscal stability and financial sustainability;
- Maintaining the commitment to deliver quality services;
- Collectively managing the costs down;
- Identifying alternative funding;
- Reviewing all Cacadu District Municipality's services and programmes for operational efficiencies to improve service levels and delivery;
- Ongoing costs should be funded with ongoing revenues by aligning recurring expenditures with recurring revenues, on a level that can be reasonably sustained and reduce reliance on one-time funding;
- Further managing down general expenditure and contracted services. The choice of a service provider should be based on which service provider can provide the service most effectively at the lowest cost; and
- Maintaining all assets at a level adequate to protect the capital investment and minimise future maintenance and replacement cost.

In addressing the budget pressures, the Cacadu District Municipality will continue to implement cost reduction, mainly by scrutinizing discretionary items, not limited to the following:

- Scaling down the cost of consulting services;
- Paying bills on time so that no late charges are incurred;
- Limiting printing, e.g. budget book, IDP, financial statements and other publications;
- Managing overtime;
- Managing breakaways;
- Managing IT costs (no unnecessary purchases of new laptops, computers, printers, etc);
- Delaying conferences and seminars;

- Re-negotiating some of the contracts where necessary;
- Limiting purchasing of furniture; and
- Limiting office renovations.

The financial position of the Cacadu District Municipality is still strong. The Cacadu District Municipality achieved unqualified audit reports for seven continuous years reflecting the drive towards financial management excellence in the Cacadu District Municipality. In the 2012/2013 financial year the Cacadu District Municipality achieved a spending of R120 million of the total capital and operating budget. The overall forecasted financial performance results for the 2013/2014 year however, reflects an expected total operating expenditure (including project expenditure) amounting to R139.4 million and a calculated operating deficit of R8.8 million.

The Cacadu District Municipality's IDP is the primary point of reference for the MTB. In turn, the IDP is influenced by the support needs in the District. The aim is to align the financial resources to the Cacadu District Municipality's strategy and priorities, as well as continuously looking for efficiencies in all activities and programmes.

The 2014/2015 MTB continues to address the following key IDP interventions:

- Promotion of Economic Development;
- Infrastructure Investments and Infrastructure Maintenance and Planning in the district;
- Capacity Building and Support to local municipalities;
- Provision of Community Services including environmental health services and disaster management services; and
- Institutional Development.

Economists agree that the Eskom Tariff increase and the increase in the cost of fuel are substantial factors and one that will have a negative impact on both inflation and economic growth. There is no doubt that the cost of goods and services will increase and it has therefore been decided to increase tariffs and charges.

In times like these where we are aware that the economic downturn has adversely impacted on households, especially the poorest of the poor households, we need to agree that creating jobs and increasing employment is South Africa's most critical objective.

The Cacadu District Municipality will therefore focus on maximizing its contribution to job creation by:

- Ensuring that service delivery and capital projects use labour intensive methods wherever appropriate;
- Ensuring that service providers use labour intensive approaches;
- Supporting labour intensive LED projects;
- Participating fully in the Extended Public Works Programme.
- Implementing intern programmes to provide young people with on-the-job training.

The challenge for all municipalities in South Africa is to support these government initiatives and to do more within the existing resource envelope.

CHAPTER 4

Annual Budget Tables

CHAPTER 4

ANNUAL BUDGET TABLES

The Cacadu District Municipality's projected overall spending envelope for the 2014/2015 MTB amounts to R153.7 million. Approximately R13.7 million will be invested in the relocation, infrastructure, vehicles, furniture and equipment items.

Operating Budget

The Cacadu District Municipality presents an Operating Revenue Budget of R153.7 million for the 2014/2015 financial year. This estimate represents a decrease of 25% for revenue over the 2013/2014 financial year. The decrease is predominantly due to the reduction in Conditional Grants allocated for projects and the phased in approach of the development facilitation role of the municipality emphasized through the Strategic Plan. The decrease in Conditional Grants allocated for projects adversely affects the amount of Interest revenue that can be generated.

The table below sets out the medium-term revenue and expenditure budget for the 2014/2015 – 2016/17 periods.

Details	Forecast Budget 2013/2014 Rm	Budget 2014/2015 Rm	Estimate 2015/2016 Rm	Estimate 2016/2017 Rm
Revenue	130.6	153.7	135.6	132.7
Expenditure	139.4	153.7	135.6	132.7
Surplus (Deficit)	(8.8)	-	-	-

The operating expenditure includes a substantial amount in respect of projects and support programmes summarized below and more fully detailed in **Annexure "A"**.

The Cacadu District Municipality is projecting a balanced budget for 2014/15, 2015/2016 and 2016/2017. Should any surpluses be realized, these will be applied towards the capital infrastructure investment. The municipality's projects and programmes are summarised below.

Projects and Programmes	**R'm**
Economic Development	16.5
Office of the Mayor	0.3
Infrastructure Services and Planning	38.3
Municipal Manager's office	5.2
Finance and Corporate Services	2.5
Total	**62.8**

Financing of Projects & Programmes

Funding Sources	R'm
GRANTS: PROVINCIAL	1.2
GRANTS: NATIONAL	4.3
GRANTS: OTHER	0.5
ACCUMULATED SURPLUS	56.2
SUNDRY CREDITORS	0.6
TOTAL	**62.8**

Revenue

The increase of 29.6% in revenue is mainly as a result of the forecasted under-spending on projects funded from Accumulated Surplus in the 2013/14 financial year. Should the spending be in line with the Adjusted Budgeted revenue, it would have resulted in a decrease of 25%. The depletion of conditional grants is also a contributing factor.

Tariffs

For the 2014/2015 year the tariffs will increase by 6%

Expenditure

The actual approved budget for 2013/14 financial year including project expenditure amounted to R185 million. The new forecast for the period is R139 million which represents a decrease of 25%. This is mainly due to under-spending on project expenditure.

The 2014/2015 budget has been prepared on the basis of budget constraints. However, it is acknowledged that Cacadu District Municipality still needs to fund programmes and continue to invest in its infrastructure projects and support programmes to ensure that service delivery is maintained and remain responsive to the community's needs.

Cacadu District Municipality's budgeted balance sheet shows a continuation of a strong financial position. However, the greater utilization of Accumulated Surplus to finance operating expenditure will adversely affect the financial sustainability in the medium term.

Cash Position

The cash position is expected to decline in the current financial year primarily because Cacadu District Municipality has less conditional grant income at its disposal, a decline in revenue and projects being funded from Accumulated Surplus. This will result in a decline in the Accumulated Surplus and interest earnings.

Table A1 - Budget Summary

1. Table A1 is a budget summary and provides a concise overview of Cacadu District Municipality's budget from all of the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).

2. The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminate basic service delivery backlogs.

3. Financial management reforms emphasises the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:

   a. The operating surplus/deficit (after Total Expenditure) is positive over the MTREF

   b. Capital expenditure is balanced by capital funding sources, of which are;

   - Internally generated funds from a combination of the current operating surplus and accumulated cash-backed surpluses from previous years.

DC10 Cacadu - Table A1 Consolidated Budget Summary

Description	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Financial Performance									
Property rates	367	–	–	–	–	–	–	–	–
Service charges	256	–	–	–	–	–	–	–	–
Investment revenue	22 987	17 159	15 399	10 400	10 400	10 400	11 500	9 400	7 800
Transfers recognised - operational	179 888	91 682	89 706	89 419	96 815	95 580	92 375	100 783	102 917
Other own revenue	7 796	10 543	5 524	51 088	77 744	24 635	49 833	25 425	21 960
Total Revenue (excluding capital transfers and contributions)	211 294	119 384	110 629	150 907	184 959	130 615	153 708	135 608	132 677
Employee costs	31 509	32 962	36 441	41 595	46 605	38 045	46 278	48 645	51 163
Remuneration of councillors	4 565	5 264	5 665	5 683	6 326	5 080	6 894	7 335	7 804
Depreciation & asset impairment	4 500	1 622	975	2 033	2 033	1 484	1 505	1 505	1 505
Finance charges	11	1	–	–	–	–	–	–	–
Materials and bulk purchases	6	–	–	–	–	–	–	–	–
Transfers and grants	111 765	26 219	19 182	39 553	41 916	23 863	21 156	23 900	24 800
Other expenditure	62 121	86 587	55 528	62 043	88 078	70 956	77 875	54 223	47 405
Total Expenditure	214 477	152 654	117 791	150 907	184 959	139 427	153 708	135 608	132 677
Surplus/(Deficit)	(3 183)	(33 271)	(7 161)	–	–	(8 812)	–	–	–
Transfers recognised - capital	–	–	–	–	–	–	–	–	–
Contributions recognised - capital & contributed assets	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(3 183)	(33 271)	(7 161)	–	–	(8 812)	–	–	–
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	(3 183)	(33 271)	(7 161)	–	–	(8 812)	–	–	–
Capital expenditure & funds sources									
Capital expenditure	7 103	1 864	3 514	13 030	13 990	3 990	13 731	10 000	5 000
Transfers recognised - capital	–	–	–	–	–	–	–	–	–
Public contributions & donations	–	–	–	–	–	–	–	–	–
Borrowing	–	–	–	–	–	–	–	–	–
Internally generated funds	7 103	1 864	3 514	13 030	13 990	3 990	13 731	10 000	5 000
Total sources of capital funds	7 103	1 864	3 514	13 030	13 990	3 990	13 731	10 000	5 000
Financial position									
Total current assets	309 082	270 672	254 927	155 988	155 988	228 302	163 907	129 787	104 207
Total non current assets	82 789	80 522	85 037	114 313	114 313	87 521	99 747	108 242	111 737
Total current liabilities	47 138	43 054	33 234	24 017	24 017	11 501	14 266	14 266	14 266
Total non current liabilities	55 792	54 374	59 717	54 374	54 374	59 717	59 717	59 717	59 717
Community wealth/Equity	288 942	253 765	247 014	191 910	191 910	244 605	189 671	164 046	141 961
Cash flows									
Net cash from (used) operating	(63 360)	(35 362)	(8 255)	–	–	(8 812)	–	–	–
Net cash from (used) investing	(2 208)	(1 469)	(3 233)	(13 030)	(13 990)	(3 990)	(13 731)	(10 000)	(5 000)
Net cash from (used) financing	4 815	50 493	(15 275)	–	–	–	–	–	–
Cash/cash equivalents at the year end	103 951	117 613	90 850	104 583	103 624	104 811	91 080	81 080	76 080
Cash backing/surplus reconciliation									
Cash and investments available	305 951	268 613	253 850	154 912	154 912	226 226	163 891	129 772	104 192
Application of cash and investments	248 001	213 205	196 031	92 314	92 314	173 501	119 393	93 768	71 683
Balance - surplus (shortfall)	57 950	55 408	57 820	62 598	62 598	52 725	44 499	36 004	32 509
Asset management									
Asset register summary (WDV)	82 785	48 607	51 657	114 313	114 313	54 163	66 389	74 884	78 379
Depreciation & asset impairment	4 500	1 622	975	2 033	2 033	1 484	1 505	1 505	1 505
Renewal of Existing Assets	–	–	–	–	–	–	–	–	–
Repairs and Maintenance	2 455	574	388	991	995	831	1 232	1 232	1 232
Free services									
Cost of Free Basic Services provided	–	–	72	–	–	–	–	–	–
Revenue cost of free services provided	–	–	2 612	–	–	–	–	–	–
Households below minimum service level									
Water:	–	–	–	–	–	–	–	–	–
Sanitation/sewerage:	–	–	–	–	–	–	–	–	–
Energy:	–	–	–	–	–	–	–	–	–
Refuse:	–	–	–	–	–	–	–	–	–

DC10 Cacadu - Supporting Table SA1 Supportinging detail to 'Budgeted Financial Performance'

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
REVENUE ITEMS:										
<u>Property rates</u>	6									
Total Property Rates										
less Revenue Foregone										
Net Property Rates		–	–	–	–	–	–	–	–	–
<u>Service charges - electricity revenue</u>	6									
Total Service charges - electricity revenue										
less Revenue Foregone										
Net Service charges - electricity revenue		–	–	–	–	–	–	–	–	–
<u>Service charges - water revenue</u>	6									
Total Service charges - water revenue		152								
less Revenue Foregone										
Net Service charges - water revenue		152	–	–	–	–	–	–	–	–
<u>Service charges - sanitation revenue</u>										
Total Service charges - sanitation revenue		104								
less Revenue Foregone										
Net Service charges - sanitation revenue		104	–	–	–	–	–	–	–	–
<u>Service charges - refuse revenue</u>	6									
Total refuse removal revenue										
Total landfill revenue										
less Revenue Foregone										
Net Service charges - refuse revenue		–	–	–	–	–	–	–	–	–
<u>Other Revenue by source</u>										
Other income		6 652	9 013	4 223	49 912	76 568	23 635	48 603	24 120	20 580
Total 'Other' Revenue	3 1	6 652	9 013	4 223	49 912	76 568	23 635	48 603	24 120	20 580
EXPENDITURE ITEMS:										
<u>Employee related costs</u>										
Basic Salaries and Wages	2	26 104	23 948	23 405	29 675	30 264	24 099	29 495	31 382	33 391
Pension and UIF Contributions		1 069	1 798	1 889	2 116	2 318	2 052	2 480	2 585	2 697
Medical Aid Contributions		327	3 380	7 722	5 121	9 156	8 839	9 587	9 665	9 748
Overtime			311	204						
Performance Bonus		418	475	531	809	826	578	973	1 030	1 092
Motor Vehicle Allowance		1 283	1 634	1 848	1 960	2 016	1 514	1 544	1 643	1 749
Cellphone Allowance		1 045	154	158	163	163	135	169	180	192
Housing Allowances		68	112	102	415	415	82	393	418	445
Other benefits and allowances		974	854	583	1 335	1 448	748	1 638	1 741	1 851
Payments in lieu of leave		79	239							
Long service awards		143	56							
Post-retirement benefit obligations	4									
sub-total	5	31 509	32 962	36 441	41 595	46 605	38 045	46 278	48 645	51 163
<u>Less: Employees costs capitalised to PPE</u>										
Total Employee related costs	1	31 509	32 962	36 441	41 595	46 605	38 045	46 278	48 645	51 163
<u>Contributions recognised - capital</u>										
List contributions by contract										
Total Contributions recognised - capital		–	–	–	–	–	–	–	–	–

Depreciation & asset impairment										
Depreciation of Property, Plant & Equipment		4 500	1 622	975	2 033	2 033	1 484	1 505	1 505	1 505
Lease amortisation										
Capital asset impairment										
Depreciation resulting from revaluation of PPE	10									
Total Depreciation & asset impairment	1	4 500	1 622	975	2 033	2 033	1 484	1 505	1 505	1 505
Bulk purchases										
Electricity Bulk Purchases		6								
Water Bulk Purchases										
Total bulk purchases	1	6	–	–	–	–	–	–	–	–
Transfers and grants										
Cash transfers and grants		111 765	26 219	19 182	39 553	41 916	23 863	21 156	23 900	24 800
Non-cash transfers and grants		–	–	–	–	–	–	–	–	–
Total transfers and grants	1	111 765	26 219	19 182	39 553	41 916	23 863	21 156	23 900	24 800
Contracted services										
Information Technology		1 115	1 202	1 333	1 650	1 650	–	1 650	1 750	1 850
Security and Cleaning		711	722	1 140	950	950	849	1 000	1 000	1 000
Performance Management		–	–							
Internal Audit		499	546	158	1 250	1 250	750	750	790	830
Consultant Fees		916	204	166	1 170	1 170	458	840	840	840
sub-total	1	3 242	2 674	2 797	5 020	5 020	2 058	4 240	4 380	4 520
Allocations to organs of state:										
Electricity										
Water										
Sanitation										
Other										
Total contracted services		3 242	2 674	2 797	5 020	5 020	2 058	4 240	4 380	4 520
Other Expenditure By Type										
Collection costs		11	1							
Contributions to 'other' provisions		–	–							
Consultant fees		–	–							
Audit fees		–	–							
General expenses	3	58 931	62 298	52 717	57 023	83 058	68 899	73 635	49 843	42 885
List Other Expenditure by Type										
Total 'Other' Expenditure	1	58 942	62 299	52 717	57 023	83 058	68 899	73 635	49 843	42 885

DC10 Cacadu - Supporting Table SA2 Consolidated Matrix Financial Performance Budget (revenue source/expenditure type & dept.)

Description	Ref	Vote 1 - Executive and council	Vote 2 - Finance and Corporate Services	Vote 3 - Planning and Infrastructure development	Vote 4 - Health	Vote 5 - Community Services	Vote 6 - Housing	Vote 7 - Public Safety	Vote 8 - Sport and Recreation	Vote 9 - Waste Management	Vote 10 - Roads	Vote 11 - Water	Vote 12 - Electricity	Vote 13 - Other	0	0	Total
R thousand	1																
Revenue By Source																	
Property rates																	–
Property rates - penalties & collection charges																	–
Service charges - electricity revenue																	–
Service charges - water revenue																	–
Service charges - sanitation revenue																	–
Service charges - refuse revenue																	–
Service charges - other																	–
Rental of facilities and equipment		–	1 200	–	–	–	–	–	–	–	–	–	–	–			1 200
Interest earned - external investments		–	11 500	–	–	–	–	–	–	–	–	–	–	–			11 500
Interest earned - outstanding debtors		–	–	–	–	–	–	–	–	–	–	–	–	–			–
Dividends received		–	–	–	–	–	–	–	–	–	–	–	–	–			–
Fines		–	–	–	–	–	–	–	–	–	–	–	–	–			–
Licences and permits		–	–	–	–	–	–	–	–	–	–	–	–	–			–
Agency services		–	30	–	–	–	–	–	–	–	–	–	–	–			30
Other revenue		1 250	220	4 864	10 645	3 200	590	20 556	–	–	5 219	1 375	–	1 975			49 894
Transfers recognised - operational		6 104	81 234	1 236	–	–	–	–	–	–	2 110	400	–	–			91 084
Gains on disposal of PPE		–	–	–	–	–	–	–	–	–	–	–	–	–			–
Total Revenue (excluding capital transfers and contribution		7 354	94 184	6 100	10 645	3 200	590	20 556	–	–	7 329	1 775	–	1 975	–	–	153 708
Expenditure By Type																	
Employee related costs		8 613	22 605	6 677	1 785	–	376	5 766	–	–	–	781	–	677			47 280
Remuneration of councillors		6 894	–	–	–	–	–	–	–	–	–	–	–	–			6 894
Debt impairment		–	–	–	–	–	–	–	–	–	–	–	–	–			–
Depreciation & asset impairment		230	869	108	16	–	–	280	–	–	1	1	–	2			1 505
Finance charges		–	–	–	–	–	–	–	–	–	–	–	–	–			–
Bulk purchases		–	–	–	–	–	–	–	–	–	–	–	–	–			–
Other materials		–	–	–	–	–	–	–	–	–	–	–	–	–			–
Contracted services		20	3 500	500	–	–	–	200	–	–	–	–	–	20			4 240
Transfers and grants		934	20	1 236	–	–	–	–	–	–	2 960	385	–	–			5 535
Other expenditure		8 814	12 904	16 365	9 640	3 000	629	22 019	300	–	4 051	4 226	–	6 309			88 255
Loss on disposal of PPE		–	–	–	–	–	–	–	–	–	–	–	–	–			–
Total Expenditure		25 505	39 898	24 886	11 440	3 000	1 005	28 264	300	–	7 011	5 392	–	7 007	–	–	153 708
Surplus/(Deficit)		(18 151)	54 286	(18 786)	(795)	200	(415)	(7 708)	(300)	–	318	(3 617)	–	(5 032)	–	–	–
Transfers recognised - capital																	–
Contributions recognised - capital																	–
Contributed assets																	–
Surplus/(Deficit) after capital transfers & contributions		(18 151)	54 286	(18 786)	(795)	200	(415)	(7 708)	(300)	–	318	(3 617)	–	(5 032)	–	–	–

References

1. Departmental columns to be based on municipal organisation structure

Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

1. Table A2 is a view of the budgeted financial performance in relation to revenue and expenditure per standard classification. The modified GFS standard classification divides the municipal services into 15 functional areas. Municipal revenue, operating expenditure and capital expenditure are then classified in terms of each of these functional areas which enable the National Treasury to compile a complete set of government reports.

DC10 Cacadu - Table A2 Consolidated Budgeted Financial Performance (revenue and expenditure by standard classification)

Standard Classification Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<u>Revenue - Standard</u>										
Governance and administration		**111 687**	**98 158**	**96 031**	**104 209**	**112 922**	**116 939**	**101 538**	**104 518**	**105 066**
Executive and council		6 804	23 579	8 883	13 161	17 139	6 168	7 354	6 378	6 654
Budget and treasury office		91 750	67 250	84 387	83 121	83 705	103 396	91 504	95 385	95 582
Corporate services		13 132	7 329	2 761	7 928	12 078	7 375	2 680	2 755	2 830
Community and public safety		**29 715**	**6 284**	**5 912**	**12 944**	**17 389**	**557**	**34 991**	**23 890**	**20 350**
Community and social services		1 808	3 826	5 181	800	4 266	557	3 200	–	–
Sport and recreation		–	1 036	731	–	–	–	–	–	–
Public safety		4 086	1 000	–	11 144	11 796	–	20 556	18 266	10 276
Housing		1 151	439	–	600	600	–	590	–	–
Health		22 670	(16)	–	400	728	–	10 645	5 624	10 074
Economic and environmental services		**49 619**	**8 888**	**3 042**	**19 634**	**33 205**	**9 280**	**13 429**	**7 200**	**7 261**
Planning and development		7 453	3 997	1 960	14 451	20 768	2 443	6 100	5 000	5 000
Road transport		42 166	4 891	1 081	4 901	12 155	6 837	7 329	2 200	2 261
Environmental protection		–	–	–	282	282	–	–	–	–
Trading services		**20 273**	**6 053**	**5 645**	**9 024**	**15 174**	**3 840**	**1 775**	–	–
Electricity		205	1 125	1 948	125	134	134	–	–	–
Water		19 949	4 443	3 381	8 649	14 496	3 705	1 775	–	–
Waste water management		–	–	–	–	–	–	–	–	–
Waste management		119	486	316	250	544	–	–	–	–
Other	4	–	–	–	**5 095**	**6 269**	–	**1 975**	–	–
Total Revenue - Standard	2	**211 294**	**119 384**	**110 629**	**150 907**	**184 959**	**130 615**	**153 708**	**135 608**	**132 677**
<u>Expenditure - Standard</u>										
Governance and administration		**72 009**	**83 476**	**61 706**	**72 866**	**81 522**	**64 210**	**65 403**	**64 407**	**67 185**
Executive and council		40 777	32 050	27 115	38 058	41 432	31 517	27 734	27 849	29 335
Budget and treasury office		5 948	41 792	22 398	17 722	22 884	20 538	21 279	20 326	20 890
Corporate services		25 285	9 635	12 193	17 086	17 206	12 155	16 390	16 232	16 960
Community and public safety		**51 091**	**30 213**	**27 484**	**38 541**	**43 048**	**28 207**	**44 009**	**41 482**	**34 699**
Community and social services		1 908	3 865	5 422	800	4 266	3 458	3 000	2 300	2 400
Sport and recreation		993	1 036	365	300	300	300	300	300	300
Public safety		13 889	14 477	10 946	24 693	25 400	13 710	28 264	26 356	18 791
Housing		1 151	–	345	994	1 000	332	1 005	440	466
Health		33 150	10 835	10 405	11 754	12 082	10 407	11 440	12 086	12 742
Economic and environmental services		**62 881**	**23 522**	**17 813**	**23 466**	**37 036**	**25 730**	**31 897**	**25 321**	**26 292**
Planning and development		17 794	16 525	14 074	17 942	24 259	18 089	24 886	23 090	23 998
Road transport		45 087	6 997	3 739	5 524	12 778	7 641	7 011	2 232	2 294
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		**24 548**	**10 435**	**7 682**	**9 765**	**15 909**	**16 576**	**5 392**	**869**	**924**
Electricity		274	1 125	1 968	125	134	134	–	–	–
Water		24 266	8 823	5 556	9 390	15 231	16 298	5 392	869	924
Waste water management		–	–	–	–	–	–	–	–	–
Waste management		9	487	158	250	544	144	–	–	–
Other	4	**3 947**	**5 008**	**3 105**	**6 269**	**7 443**	**4 704**	**7 007**	**3 529**	**3 578**
Total Expenditure - Standard	3	**214 477**	**152 654**	**117 791**	**150 907**	**184 959**	**139 427**	**153 708**	**135 608**	**132 677**
Surplus/(Deficit) for the year		**(3 183)**	**(33 271)**	**(7 161)**	–	–	**(8 812)**	–	–	–

<u>References</u>

1. Government Finance Statistics Functions and Sub-functions are standardised to assist the compilation of national and international accounts for comparison purposes

2. Total Revenue by standard classification must reconcile to Total Operating Revenue shown in Budgeted Financial Performance (revenue and expenditure)

3. Total Expenditure by Standard Classification must reconcile to Total Operating Expenditure shown in Budgeted Financial Performance (revenue and expenditure)

4. All amounts must be classified under a standard classification (modified GFS). The GFS function 'Other' is only for Abbatoirs, Air Transport, Markets and Tourism - and if used must be supported by footnotes. Nothing else may be placed under 'Other'. Assign associate share to relevant classification

DC10 Cacadu - Table A2 Consolidated Budgeted Financial Performance (revenue and expenditure by standard classification)

Standard Classification Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue - Standard										
Municipal governance and administration		111 687	98 158	96 031	104 209	112 922	116 939	101 538	104 518	105 066
Executive and council		6 804	23 579	8 883	13 161	17 139	6 168	7 354	6 378	6 654
Mayor and Council		2 631	22 249	3 212	4 816	6 203	4 644	6 420	5 411	5 654
Municipal Manager		4 174	1 329	5 670	8 345	10 936	1 524	934	967	1 000
Budget and treasury office		91 750	67 250	84 387	83 121	83 705	103 396	91 504	95 385	95 582
Corporate services		13 132	7 329	2 761	7 928	12 078	7 375	2 680	2 755	2 830
Human Resources		201	215	408	308	308	–	230	230	230
Information Technology		5		–	100	100	–	–	–	–
Property Services		6 090	1 210	999	1 150	1 150	1 000	1 200	1 275	1 350
Other Admin		6 836	5 904	1 354	6 370	10 520	6 375	1 250	1 250	1 250
Community and public safety		29 715	6 284	5 912	12 944	17 389	557	34 991	23 890	20 350
Community and social services		1 808	3 826	5 181	800	4 266	557	3 200	–	–
Libraries and Archives		1 808	3 826	5 181	800	4 266	557	3 200	–	–
Museums & Art Galleries etc		–								
Community halls and Facilities		–								
Cemeteries & Crematoriums		0								
Child Care		–								
Aged Care		–								
Other Community		–								
Other Social		–		–						
Sport and recreation		–	1 036	731						
Public safety		4 086	1 000	–	11 144	11 796	–	20 556	18 266	10 276
Police		–								
Fire		374			11 144	11 796	–	–	–	–
Civil Defence		–								
Street Lighting		–								
Other		3 712	1 000	–				20 556	18 266	10 276
Housing		1 151	439	–	600	600		590		
Health		22 670	(16)	–	400	728	–	10 645	5 624	10 074
Clinics		22 670	(16)		400	728				
Ambulance		–								
Other		–	–	–				10 645	5 624	10 074
Economic and environmental services		49 619	8 888	3 042	19 634	33 205	9 280	13 429	7 200	7 261
Planning and development		7 453	3 997	1 960	14 451	20 768	2 443	6 100	5 000	5 000
Economic Development/Planning		2 508	2 859	1 548	4 851	7 529	1 443	1 400	5 000	5 000
Town Planning/Building enforcement		4 946	1 138	412	9 600	13 239	1 000	4 700		
Licensing & Regulation		–								
Road transport		42 166	4 891	1 081	4 901	12 155	6 837	7 329	2 200	2 261
Roads		42 166	4 891	1 081	4 901	12 155	6 837	7 329	2 200	2 261
Public Buses		–								
Parking Garages		–								
Vehicle Licensing and Testing		–								
Other		–								
Environmental protection		–	–	–	282	282	–	–	–	–
Pollution Control		–								
Biodiversity & Landscape		–								
Other		–			282	282				
Trading services		20 273	6 053	5 645	9 024	15 174	3 840	1 775	–	–
Electricity		205	1 125	1 948	125	134	134	–	–	–
Electricity Distribution		–	1 125	1 948	125	134	134			
Electricity Generation		205								
Water		19 949	4 443	3 381	8 649	14 496	3 705	1 775	–	–
Water Distribution		19 949	4 443	3 381	8 649	14 496	3 705	1 775		
Water Storage		–								
Waste water management		–	–	–	–	–	–	–	–	–
Sewerage		–								
Storm Water Management		–								
Public Toilets		–								
Waste management		119	486	316	250	544	–	–	–	–
Solid Waste		119	486	316	250	544				
Other		–	–	–	5 095	6 269	–	1 975	–	–
Air Transport		–								
Abattoirs		–								
Tourism		–	–		5 095	6 269		1 975		
Forestry		–								
Markets		–								
Total Revenue - Standard	2	211 294	119 384	110 629	150 907	184 959	130 615	153 708	135 608	132 677

Expenditure - Standard										
Municipal governance and administration		**72 009**	**83 476**	**61 706**	**72 866**	**81 522**	**64 210**	**65 403**	**64 407**	**67 185**
Executive and council		40 777	32 050	27 115	38 058	41 432	31 517	27 734	27 849	29 335
Mayor and Council		19 583	15 484	14 444	17 411	18 154	12 648	17 541	17 496	18 495
Municipal Manager		21 193	16 565	12 671	20 648	23 278	18 869	10 193	10 354	10 840
Budget and treasury office		5 948	41 792	22 398	17 722	22 884	20 538	21 279	20 326	20 890
Corporate services		25 285	9 635	12 193	17 086	17 206	12 155	16 390	16 232	16 960
Human Resources		3 413	1 929	1 925	2 458	2 458	1 730	2 507	2 343	2 433
Information Technology		2 167	2 133	2 533	3 150	3 150	901	3 036	3 204	3 376
Property Services		384	797	1 033	1 593	1 593	1 850	1 441	1 471	1 500
Other Admin		19 321	4 775	6 702	9 885	10 005	7 674	9 406	9 213	9 651
Community and public safety		**51 091**	**30 213**	**27 484**	**38 541**	**43 048**	**28 207**	**44 009**	**41 482**	**34 699**
Community and social services		**1 908**	**3 865**	**5 422**	**800**	**4 266**	**3 458**	**3 000**	**2 300**	**2 400**
Libraries and Archives		1 808	3 803	5 422	800	4 266	3 458	3 000	2 300	2 400
Museums & Art Galleries etc		–		–						
Community halls and Facilities		–		–						
Cemeteries & Crematoriums		100	62	–						
Child Care		–		–						
Aged Care		–		–						
Other Community		–		0						
Other Social		–								
Sport and recreation		993	1 036	365	300	300	300	300	300	300
Public safety		**13 889**	**14 477**	**10 946**	**24 693**	**25 400**	**13 710**	**28 264**	**26 356**	**18 791**
Police		–								
Fire		6 277	9 875	5 641	17 104	17 755	9 416			
Civil Defence		–		–						
Street Lighting		–		–						
Other		7 612	4 602	5 304	7 589	7 646	4 294	28 264	26 356	18 791
Housing		**1 151**		**345**	**994**	**1 000**	**332**	**1 005**	**440**	**466**
Health		**33 150**	**10 835**	**10 405**	**11 754**	**12 082**	**10 407**	**11 440**	**12 086**	**12 742**
Clinics		33 150	1 361	872	100	428	317			
Ambulance		–								
Other		–	9 473	9 533	11 654	11 654	10 090	11 440	12 086	12 742
Economic and environmental services		**62 881**	**23 522**	**17 813**	**23 466**	**37 036**	**25 730**	**31 897**	**25 321**	**26 292**
Planning and development		**17 794**	**16 525**	**14 074**	**17 942**	**24 259**	**18 089**	**24 886**	**23 090**	**23 998**
Economic Development/Planning		5 646	4 581	4 394	5 497	8 176	5 658	13 749	16 462	17 058
Town Planning/Building enforcement		12 148	11 943	9 680	12 444	16 083	12 430	11 137	6 627	6 940
Licensing & Regulation		–								
Road transport		**45 087**	**6 997**	**3 739**	**5 524**	**12 778**	**7 641**	**7 011**	**2 232**	**2 294**
Roads		45 087	6 997	3 739	5 524	12 778	7 641	7 011	2 232	2 294
Public Buses		–								
Parking Garages		–								
Vehicle Licensing and Testing		–								
Other		–								
Environmental protection		–	–	–	–	–	–	–	–	–
Pollution Control		–								
Biodiversity & Landscape		–								
Other		–								
Trading services		**24 548**	**10 435**	**7 682**	**9 765**	**15 909**	**16 576**	**5 392**	**869**	**924**
Electricity		**274**	**1 125**	**1 968**	**125**	**134**	**134**	**–**	**–**	**–**
Electricity Distribution		–	1 125	1 968	125	134	134	–	–	–
Electricity Generation		274								
Water		**24 266**	**8 823**	**5 556**	**9 390**	**15 231**	**16 298**	**5 392**	**869**	**924**
Water Distribution		24 266	8 823	5 556	9 390	15 231	16 298	5 392	869	924
Water Storage		–								
Waste water management		–	–	–	–	–	–	–	–	–
Sewerage		–								
Storm Water Management		–								
Public Toilets										
Waste management		**9**	**487**	**158**	**250**	**544**	**144**	**–**	**–**	**–**
Solid Waste		9	487	158	250	544	144			
Other		**3 947**	**5 008**	**3 105**	**6 269**	**7 443**	**4 704**	**7 007**	**3 529**	**3 578**
Air Transport		–								
Abattoirs		–								
Tourism		3 947	5 008	3 105	6 269	7 443	4 704	7 007	3 529	3 578
Forestry		–								
Markets		–								
Total Expenditure - Standard	3	**214 477**	**152 654**	**117 791**	**150 907**	**184 959**	**139 427**	**153 708**	**135 608**	**132 677**
Surplus/(Deficit) for the year		**(3 183)**	**(33 271)**	**(7 161)**	**–**	**–**	**(8 812)**	**–**	**–**	**–**

Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

1. Table A3 is a view of the budgeted financial performance in relation to the revenue and expenditure per municipal vote. This table facilitates the view of the budgeted operating performance in relation to the organisational structure of Cacadu District Municipality.

DC10 Cacadu - Table A3 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<u>Revenue by Vote</u>	1									
Vote 1 - Executive and council		5 982	8 344	8 883	7 231	8 796	6 168	7 354	6 378	6 654
Vote 2 - Finance and Corporate Services		107 972	73 821	87 149	91 049	95 783	110 771	94 184	98 140	98 412
Vote 3 - Planning and Infrastructure development		7 453	3 997	1 960	20 381	29 111	2 443	6 100	5 000	5 000
Vote 4 - Health		22 670	–	–	682	1 010	–	10 645	5 624	10 074
Vote 5 - Community Services		1 908	13 613	5 181	800	4 266	557	3 200	–	–
Vote 6 - Housing		1 151	104	–	600	600	–	590	–	–
Vote 7 - Public Safety		3 003	1 000	–	11 144	11 796	–	20 556	18 266	10 276
Vote 8 - Sport and Recreation		–	2 072	731	–	–	–	–	–	–
Vote 9 - Waste Management		119	974	316	250	544	–	–	–	–
Vote 10 - Roads		41 166	4 891	1 081	4 901	12 155	6 837	7 329	2 200	2 261
Vote 11 - Water		15 649	4 443	3 381	8 649	14 496	3 705	1 775	–	–
Vote 12 - Electricity		274	1 117	1 948	125	134	134	–	–	–
Vote 13 - Other		3 947	5 008	–	5 095	6 269	–	1 975	–	–
0		–	–	–	–	–	–	–	–	–
0		–	–	–	–	–	–	–	–	–
Total Revenue by Vote	2	**211 294**	**119 384**	**110 629**	**150 907**	**184 959**	**130 615**	**153 708**	**135 608**	**132 677**
<u>Expenditure by Vote</u> ***to be appropriated***	1									
Vote 1 - Executive and council		45 154	29 274	29 146	37 558	40 932	38 262	37 122	36 916	39 044
Vote 2 - Finance and Corporate Services		31 205	52 953	33 894	34 808	40 090	32 384	37 759	36 557	37 850
Vote 3 - Planning and Infrastructure development		17 788	17 406	14 909	18 442	24 759	18 530	15 407	14 023	14 290
Vote 4 - Health		33 150	10 835	10 405	11 754	12 082	10 407	11 440	12 086	12 742
Vote 5 - Community Services		1 908	3 803	5 422	800	4 266	3 458	3 000	2 300	2 400
Vote 6 - Housing		1 151	439	345	994	1 000	332	1 005	440	466
Vote 7 - Public Safety		13 889	14 477	10 946	24 693	25 400	13 710	28 264	26 356	18 791
Vote 8 - Sport and Recreation		993	1 036	296	300	300	300	300	300	300
Vote 9 - Waste Management		9	487	158	250	544	144	–	–	–
Vote 10 - Roads		45 087	6 997	3 739	5 524	12 778	764	7 011	2 232	2 294
Vote 11 - Water		19 922	8 823	4 601	9 390	15 231	16 298	5 392	869	924
Vote 12 - Electricity		274	1 117	824	125	134	134	–	–	–
Vote 13 - Other		3 947	5 008	3 105	6 269	7 443	4 704	7 007	3 529	3 578
0		–	–	–	–	–	–	–	–	–
0		–	–	–	–	–	–	–	–	–
Total Expenditure by Vote	2	**214 477**	**152 654**	**117 791**	**150 907**	**184 959**	**139 427**	**153 708**	**135 608**	**132 677**
Surplus/(Deficit) for the year	2	**(3 183)**	**(33 271)**	**(7 161)**	**–**	**–**	**(8 812)**	**–**	**–**	**–**

<u>*References*</u>

1. Insert 'Vote'; e.g. department, if different to standard classification structure

2. Must reconcile to Budgeted Financial Performance (revenue and expenditure)

3. Assign share in 'associate' to relevant Vote

DC10 Cacadu - Table A3 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Expenditure by Vote	1									
Vote 1 - Executive and council		45 154	29 274	29 146	37 558	40 932	38 262	37 122	36 916	39 044
1.1 - Council's expenses		18 465	4 589	3 776	6 002	6 651	3 780	4 493	4 643	4 908
1.2 - Office of the speaker		1 521	1 558	1 764	1 666	1 666	1 310	2 686	1 968	2 055
1.3 - Office of the municipal manager		2 157	2 428	1 893	2 120	2 120	1 582	2 177	2 301	2 433
1.4 - Capacity buidling		3 855	1 976	1 620	2 002	2 145	2 004	1 861	1 949	2 040
1.5 - Performance management		1 887	631	800	971	880	680	792	837	883
1.6 - Mayoral committee		3 967	4 498	5 053	5 564	5 658	4 677	6 021	6 383	6 765
1.7 - Management - Finance and Corporate Services		1 297	1 433	1 412	1 714	1 714	1 360	2 229	2 037	2 152
1.8 - Management - Economic Development		5 021	5 166	4 858	8 295	10 708	8 567	7 561	7 056	7 600
1.9 - Management - Planning and Infr Development		1 765	1 399	1 432	2 009	2 049	1 561	1 918	2 011	2 109
1.10 - Other		5 219	5 596	6 539	7 216	7 342	12 742	7 386	7 733	8 100
Vote 2 - Finance and Corporate Services		31 205	52 953	33 894	34 808	40 090	32 384	37 759	36 557	37 850
2.1 - Financial Accounting Division		3 446	11 040	13 601	7 030	7 612	6 783	7 101	5 846	6 097
2.2 - Revenue Collection		720	23 491	736	881	881	660	870	925	982
2.3 - Payroll Administration		732	762	786	883	1 058	874	757	806	857
2.4 - Information Technology		2 167	2 133	2 533	3 150	3 150	901	3 036	3 204	3 376
2.5 - Pensioners Expenditure - Roadworks		3 214	3 867	3 248	3 631	3 631	3 631	3 633	3 633	3 633
2.6 - Security and Cleaning		1 046	1 103	1 140	1 381	1 381	1 168	1 554	1 483	1 514
2.7 - Finance Management and Support		915	716	1 393	2 031	2 031	1 316	1 910	2 029	2 157
2.8 - Public Relations		2 517	1 807	1 500	2 903	2 903	2 373	2 675	2 241	2 319
2.9 - People Management		2 045	1 921	1 919	2 458	2 458	1 723	2 501	2 337	2 427
2.10 - Other		14 403	6 114	7 039	10 461	14 986	12 955	13 724	14 053	14 489
Vote 3 - Planning and Infrastructure development		17 788	17 406	14 909	18 442	24 759	18 530	15 407	14 023	14 290
3.1 - GIS Specialist		626	348	363	462	462	331	436	463	492
3.2 - HOD - Planning Unit		526	90	111	97	97	27	55	57	59
3.3 - Project Management		4 801	10 126	6 855	9 942	12 634	9 887	6 726	2 582	2 679
3.4 - Local Economic Development		5 646	4 581	4 394	5 597	8 276	5 700	6 188	9 407	9 458
3.5 - Planning Unit		5 523	1 583	2 490	2 343	3 290	2 586	2 002	1 515	1 602
3.6 - Trade and Investment		–								
3.7 - Planning and Infra - Admin Support		666	678	697						
Vote 4 - Health		33 150	10 835	10 405	11 754	12 082	10 407	11 440	12 086	12 742
4.1 - Primary Health Care		22 190	–							
4.2 - Environmental Health		8 388	8 932	8 959	10 982	10 982	9 993	10 742	11 347	11 958
4.3 - Environmental Health Management		512	542	574	673	673	97	698	740	784
4.4 - Clinics		2 060	1 361	872	100	428	317			
Vote 5 - Community Services		1 908	3 803	5 422	800	4 266	3 458	3 000	2 300	2 400
5.1 - Cemetries - Other		100								
5.2 - Libraries		1 808	3 803	5 422	800	4 266	3 458	3 000	2 300	2 400
Vote 6 - Housing		1 151	439	345	994	1 000	332	1 005	440	466
6.1 - Housing Coordinator		1 145	439	345	994	1 000	332	1 005	440	466
6.2 - Housing Rietbron		6								
Vote 7 - Public Safety		13 889	14 477	10 946	24 693	25 400	13 710	28 264	26 356	18 791
7.1 - Disaster Management		7 612	4 602	5 304	7 589	7 646	4 294	6 982	7 338	7 713
7.2 - Fire Services		6 277	9 875	5 641	17 104	17 755	9 416	21 282	19 019	11 078
Vote 8 - Sport and Recreation		993	1 036	296	300	300	300	300	300	300
8.1 - Sport grounds		993	1 036	296	300	300	300	300	300	300
8.2 - 2010 World Cup		–								
Vote 9 - Waste Management		9	487	158	250	544	144	–	–	–
9.1 - Sanitation and Refuse - Rietbron		9								
9.2 - Solid Waste			487	158	250	544	144			
9.3 - Waste Water										
Vote 10 - Roads		45 087	6 997	3 739	5 524	12 778	764	7 011	2 232	2 294
10.1 - Roads and Transport		44 211	6 970	3 739	5 524	12 778	764	7 011	2 232	2 294
10.2 - Roads - Rietbron roads streets and public places		877	27							
10.3 - Roads - Rietbron		–								
Vote 11 - Water		19 922	8 823	4 601	9 390	15 231	16 298	5 392	869	924
11.1 - Water Services Authority		19 823	8 823	4 601	9 390	15 231	16 298	5 392	869	924
11.2 - Water - Rietbron		99								
Vote 12 - Electricity		274	1 117	824	125	134	134	–	–	–
12.1 - Electricity - Other		205	1 117	824	125	134	134			
12.2 - Electricity - Rietbron		43								
12.3 - Streetlights - Rietbron		26								
Vote 13 - Other		3 947	5 008	3 105	6 269	7 443	4 704	7 007	3 529	3 578
13.1 - Tourism, Promotion and Development		3 947	5 008	3 105	6 269	7 443	4 704	7 007	3 529	3 578
Total Expenditure by Vote	2	214 477	152 654	117 791	150 907	184 959	139 427	153 708	135 608	132 677
Surplus/(Deficit) for the year	2	(3 183)	(33 271)	(7 161)	–	–	(8 812)	–	–	–

Table A4 - Budgeted Financial Performance (revenue and expenditure)

1. Total revenue is R153.7 million in 2014/15 and drops to R135.6 million in 2015/16 and R132.7 million by 2016/17.

2. Transfers recognised – operating; includes the local government equitable share and other operating grants from national and provincial government.

DC10 Cacadu - Table A4 Consolidated Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue By Source										
Property rates	2	–	–	–	–	–	–	–	–	–
Property rates - penalties & collection charges		367								
Service charges - electricity revenue	2	–	–	–	–	–	–	–	–	–
Service charges - water revenue	2	152	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	2	104	–	–	–	–	–	–	–	–
Service charges - refuse revenue	2	–	–	–	–	–	–	–	–	–
Service charges - other										
Rental of facilities and equipment		1 111	1 107	1 077	1 150	1 150	1 000	1 200	1 275	1 350
Interest earned - external investments		22 987	17 159	15 399	10 400	10 400	10 400	11 500	9 400	7 800
Interest earned - outstanding debtors										
Dividends received										
Fines										
Licences and permits										
Agency services		33	21	32	27	27	–	30	30	30
Transfers recognised - operational		179 888	91 682	89 706	89 419	96 815	95 580	92 375	100 783	102 917
Other revenue	2	6 652	9 013	4 223	49 912	76 568	23 635	48 603	24 120	20 580
Gains on disposal of PPE		–	402	192						
Total Revenue (excluding capital transfers and contributions)		**211 294**	**119 384**	**110 629**	**150 907**	**184 959**	**130 615**	**153 708**	**135 608**	**132 677**
Expenditure By Type										
Employee related costs	2	31 509	32 962	36 441	41 595	46 605	38 045	46 278	48 645	51 163
Remuneration of councillors		4 565	5 264	5 665	5 683	6 326	5 080	6 894	7 335	7 804
Debt impairment	3	(63)	21 614	15						
Depreciation & asset impairment	2	4 500	1 622	975	2 033	2 033	1 484	1 505	1 505	1 505
Finance charges		11	1	–						
Bulk purchases	2	6	–	–	–	–	–	–	–	–
Other materials	8									
Contracted services		3 242	2 674	2 797	5 020	5 020	2 058	4 240	4 380	4 520
Transfers and grants		111 765	26 219	19 182	39 553	41 916	23 863	21 156	23 900	24 800
Other expenditure	4, 5	58 942	62 299	52 717	57 023	83 058	68 899	73 635	49 843	42 885
Loss on disposal of PPE										
Total Expenditure		**214 477**	**152 654**	**117 791**	**150 907**	**184 959**	**139 427**	**153 708**	**135 608**	**132 677**
Surplus/(Deficit)		(3 183)	(33 271)	(7 161)	–	–	(8 812)	–	–	–
Transfers recognised - capital										
Contributions recognised - capital	6	–	–	–	–	–	–	–	–	–
Contributed assets										
Surplus/(Deficit) after capital transfers & contributions		(3 183)	(33 271)	(7 161)	–	–	(8 812)	–	–	–
Taxation										
Surplus/(Deficit) after taxation		(3 183)	(33 271)	(7 161)	–	–	(8 812)	–	–	–
Attributable to minorities										
Surplus/(Deficit) attributable to municipality		(3 183)	(33 271)	(7 161)	–	–	(8 812)	–	–	–
Share of surplus/ (deficit) of associate	7									
Surplus/(Deficit) for the year		(3 183)	(33 271)	(7 161)	–	–	(8 812)	–	–	–

References

1. Classifications are revenue sources and expenditure type

2. Detail to be provided in Table SA1

3. Previously described as 'bad or doubtful debts' - amounts shown should reflect the change in the provision for debt impairment

4. Expenditure type components previously shown under repairs and maintenance should be allocated back to the originating expenditure group/item; e.g. employee costs

5. Repairs & maintenance detailed in Table A9 and Table SA34c

6. Contributions are funds provided by external organisations to assist with infrastructure development; e.g. developer contributions (detail to be provided in Table SA1)

7. Equity method

Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding source

1. Table A5 is a breakdown of the capital programme in relation to capital expenditure by municipal vote (multi-year and single-year appropriations); capital expenditure by standard classification; and the funding sources necessary to fund the capital budget, including information on capital transfers from national and provincial departments.

2. The MFMA provides that a municipality may approve multi-year or single-year capital budget appropriations. R10 million of the total R13.7 million has been allocated to the relocation of the Cacadu District Municipality office. Another R15 million is budgeted on the two outer years.

DC10 Cacadu - Table A5 Consolidated Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Capital expenditure - Vote										
Multi-year expenditure ***to be appropriated***	2									
Vote 1 - Executive and council		–	–	–	10 000	10 000	–	10 000	10 000	5 000
Vote 2 - Finance and Corporate Services		–	–	–	–	–	–	–	–	–
Vote 3 - Planning and Infrastructure development		–	–	–	–	–	–	–	–	–
Vote 4 - Health		–	–	–	–	–	–	–	–	–
Vote 5 - Community Services		–	–	–	–	–	–	–	–	–
Vote 6 - Housing		–	–	–	–	–	–	–	–	–
Vote 7 - Public Safety		–	–	–	–	–	–	–	–	–
Vote 8 - Sport and Recreation		–	–	–	–	–	–	–	–	–
Vote 9 - Waste Management		–	–	–	–	–	–	–	–	–
Vote 10 - Roads		–	–	–	–	–	–	–	–	–
Vote 11 - Water		–	–	–	–	–	–	–	–	–
Vote 12 - Electricity		–	–	–	–	–	–	–	–	–
Vote 13 - Other		–	–	–	–	–	–	–	–	–
0		–	–	–	–	–	–	–	–	–
0		–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	7	–	–	–	10 000	10 000	–	10 000	10 000	5 000
Single-year expenditure ***to be appropriated***	2									
Vote 1 - Executive and council		1 718	691	1 083	795	904	904	519	–	–
Vote 2 - Finance and Corporate Services		1 896	667	996	1 321	2 171	2 171	2 766	–	–
Vote 3 - Planning and Infrastructure development		1 609	418	127	43	43	43	107	–	–
Vote 4 - Health		920	–	341	760	760	760	211	–	–
Vote 5 - Community Services		–	–	–	–	–	–	–	–	–
Vote 6 - Housing		–	–	–	–	–	–	–	–	–
Vote 7 - Public Safety		960	88	966	104	104	104	109	–	–
Vote 8 - Sport and Recreation		–	–	–	–	–	–	–	–	–
Vote 9 - Waste Management		–	–	–	–	–	–	–	–	–
Vote 10 - Roads		–	–	–	–	–	–	–	–	–
Vote 11 - Water		–	–	–	–	–	–	19	–	–
Vote 12 - Electricity		–	–	–	–	–	–	–	–	–
Vote 13 - Other		–	–	–	8	8	8	–	–	–
0		–	–	–	–	–	–	–	–	–
0		–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		7 103	1 864	3 514	3 030	3 990	3 990	3 731	–	–
Total Capital Expenditure - Vote		7 103	1 864	3 514	13 030	13 990	3 990	13 731	10 000	5 000
Capital Expenditure - Standard										
Governance and administration		3 614	1 358	2 079	12 115	13 075	3 075	12 988	10 000	5 000
Executive and council		1 718	691	1 083	10 795	10 904	904	10 222	10 000	5 000
Budget and treasury office		1 390	647	996	911	1 161	1 161	2 529		
Corporate services		506	20		410	1 010	1 010	237		
Community and public safety		1 880	88	966	104	104	104	109	–	–
Community and social services										
Sport and recreation										
Public safety		960	88	966	104	104	104	109		
Housing										
Health		920								
Economic and environmental services		1 609	418	468	811	811	811	634	–	–
Planning and development		1 609	418	468	811	811	811	634		
Road transport										
Environmental protection										
Trading services		–	–	–	–	–	–	–	–	–
Electricity										
Water										
Waste water management										
Waste management										
Other										
Total Capital Expenditure - Standard	3	7 103	1 864	3 514	13 030	13 990	3 990	13 731	10 000	5 000
Funded by:										
National Government										
Provincial Government										
District Municipality										
Other transfers and grants										
Transfers recognised - capital	4	–	–	–	–	–	–	–	–	–
Public contributions & donations	5									
Borrowing	6									
Internally generated funds		7 103	1 864	3 514	13 030	13 990	3 990	13 731	10 000	5 000
Total Capital Funding	7	7 103	1 864	3 514	13 030	13 990	3 990	13 731	10 000	5 000

References

1. Municipalities may choose to appropriate for capital expenditure for three years or for one year (if one year appropriation projected expenditure required for yr2 and yr3).

2. Include capital component of PPP unitary payment. Note that capital transfers are only appropriated to municipalities for the budget year

3. Capital expenditure by standard classification must reconcile to the appropriations by vote

4. Must reconcile to supporting table SA20 and to Budgeted Financial Performance (revenue and expenditure)

5. Must reconcile to Budgeted Financial Performance (revenue and expenditure)

6. Include finance leases and PPP capital funding component of unitary payment - total borrowing/repayments to reconcile to changes in Table SA17

7. Total Capital Funding must balance with Total Capital Expenditure

8. Include any capitalised interest (MFMA section 46) as part of relevant capital budget

DC10 Cacadu - Table A5 Consolidated Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Capital expenditure - Municipal Vote										
Multi-year expenditure appropriation	2									
Vote 1 - Executive and council		–	–	–	10 000	10 000	–	10 000	10 000	5 000
1.1 - Council's expenses								–	–	–
1.2 - Office of the speaker								–	–	–
1.3 - Office of the municipal manager					10 000	10 000	–	10 000	10 000	5 000
1.4 - Capacity building								–	–	–
1.5 - Performance management								–	–	–
1.6 - Mayoral committee								–	–	–
1.7 - Management - Finance and Corporate Services								–	–	–
1.8 - Management - Economic Development								–	–	–
1.9 - Management - Planning and Infr Development								–	–	–
1.10 - Other								–	–	–
Vote 2 - Finance and Corporate Services		–	–	–	–	–	–	–	–	–
2.1 - Financial Accounting Division								–	–	–
2.2 - Revenue Collection								–	–	–
2.3 - Payroll Administration								–	–	–
2.4 - Information Technology								–	–	–
2.5 - Pensioners Expenditure - Roadworks								–	–	–
2.6 - Security and Cleaning								–	–	–
2.7 - Finance Management and Support								–	–	–
2.8 - Public Relations								–	–	–
2.9 - People Management								–	–	–
2.10 - Other								–	–	–
Vote 3 - Planning and Infrastructure development		–	–	–	–	–	–	–	–	–
3.1 - GIS Specialist								–	–	–
3.2 - HOD - Planning Unit								–	–	–
3.3 - Project Management								–	–	–
3.4 - Local Economic Development								–	–	–
3.5 - Planning Unit								–	–	–
3.6 - Trade and Investment								–	–	–
3.7 - Planning and Infra - Admin Support								–	–	–
								–	–	–
								–	–	–
								–	–	–
Vote 4 - Health		–	–	–	–	–	–	–	–	–
4.1 - Primary Health Care								–	–	–
4.2 - Environmental Health								–	–	–
4.3 - Environmental Health Management								–	–	–
4.4 - Clinics								–	–	–
								–	–	–
Vote 5 - Community Services		–	–	–	–	–	–	–	–	–
5.1 - Cemetries - Other								–	–	–
5.2 - Libraries								–	–	–
Vote 6 - Housing		–	–	–	–	–	–	–	–	–
6.1 - Housing Coordinator								–	–	–
6.2 - Housing Rietbron								–	–	–
Vote 7 - Public Safety		–	–	–	–	–	–	–	–	–
7.1 - Disaster Management								–	–	–
7.2 - Fire Services								–	–	–
Vote 8 - Sport and Recreation		–	–	–	–	–	–	–	–	–
8.1 - Sport grounds								–	–	–
8.2 - 2010 World Cup								–	–	–
Vote 9 - Waste Management		–	–	–	–	–	–	–	–	–
9.1 - Sanitation and Refuse - Rietbron								–	–	–
9.2 - Solid Waste								–	–	–
9.3 - Waste Water								–	–	–
Vote 10 - Roads		–	–	–	–	–	–	–	–	–
10.1 - Roads and Transport								–	–	–
10.2 - Roads - Rietbron roads streets and public places								–	–	–
10.3 - Roads - Rietbron								–	–	–
Vote 11 - Water		–	–	–	–	–	–	–	–	–
11.1 - Water Services Authority								–	–	–
11.2 - Water - Rietbron								–	–	–
Vote 12 - Electricity		–	–	–	–	–	–	–	–	–
12.1 - Electricity - Other								–	–	–
12.2 - Electricity - Rietbron								–	–	–
12.3 - Streetlights - Rietbron								–	–	–
Vote 13 - Other		–	–	–	–	–	–	–	–	–
13.1 - Tourism, Promotion and Development								–	–	–
Capital multi-year expenditure sub-total		–	–	–	10 000	10 000	–	10 000	10 000	5 000

Capital expenditure - Municipal Vote										
Single-year expenditure appropriation	2									
Vote 1 - Executive and council		1 718	691	1 083	795	904	904	519	–	–
1.1 - Council's expenses			587	84		–	–	38		
1.2 - Office of the speaker		455				–	–			
1.3 - Office of the municipal manager				36	32	32	32	134		
1.4 - Capacity buidling				35		110	110	50		
1.5 - Performance management		15				–	–			
1.6 - Mayoral committee				929		–	–			
1.7 - Management - Finance and Corporate Services			22			–	–			
1.8 - Management - Economic Development			82		657	657	657	157		
1.9 - Management - Planning and Infr Development			–			–	–	140		
1.10 - Other		1 248			106	106	106			
Vote 2 - Finance and Corporate Services		1 896	667	996	1 321	2 171	2 171	2 766	–	–
2.1 - Financial Accounting Division		64		403	20	100	100			
2.2 - Revenue Collection			13	2	5	5	5			
2.3 - Payroll Administration		20				–	–			
2.4 - Information Technology		143	435	483	886	1 056	1 056	2 018		
2.5 - Pensioners Expenditure - Roadworks						–	–			
2.6 - Security and Cleaning						–	–			
2.7 - Finance Management and Support				40	36	36	36			
2.8 - Public Relations		195	20	7		–	–			
2.9 - People Management				62	72	672	672	316		
2.10 - Other		1 474	200		302	302	302	432		
Vote 3 - Planning and Infrastructure development		1 609	418	127	43	43	43	107	–	–
3.1 - GIS Specialist						–	–			
3.2 - HOD - Planning Unit				24		–	–			
3.3 - Project Management			402	9		–	–	71		
3.4 - Local Economic Development		4	16		8	8	8	13		
3.5 - Planning Unit		1 605		94	35	35	35	23		
3.6 - Trade and Investment						–	–			
3.7 - Planning and Infra - Admin Support						–	–			
Vote 4 - Health		920	–	341	760	760	760	211	–	–
4.1 - Primary Health Care										
4.2 - Environmental Health		920		341	760	760	760	211		
4.3 - Environmental Health Management										
4.4 - Clinics										
Vote 5 - Community Services		–	–	–	–	–	–	–	–	–
5.1 - Cemetries - Other										
5.2 - Libraries										
Vote 6 - Housing		–	–	–	–	–	–	–	–	–
6.1 - Housing Coordinator										
6.2 - Housing Rietbron										
Vote 7 - Public Safety		960	88	966	104	104	104	109	–	–
7.1 - Disaster Management		360		966	104	104	104	109		
7.2 - Fire Services		600	88							
Vote 8 - Sport and Recreation		–	–	–	–	–	–	–	–	–
8.1 - Sport grounds										
8.2 - 2010 World Cup										

Vote 9 - Waste Management	–	–	–	–	–	–	–	–	–
9.1 - Sanitation and Refuse - Rietbron									
9.2 - Solid Waste									
9.3 - Waste Water									
Vote 10 - Roads	–	–	–	–	–	–	–	–	–
10.1 - Roads and Transport									
10.2 - Roads - Rietbron roads streets and public places									
10.3 - Roads - Rietbron									
Vote 11 - Water	–	–	–	–	–	–	19	–	–
11.1 - Water Services Authority							19		
11.2 - Water - Rietbron									
Vote 12 - Electricity	–	–	–	–	–	–	–	–	–
12.1 - Electricity - Other									
12.2 - Electricity - Rietbron									
12.3 - Streetlights - Rietbron									
Vote 13 - Other	–	–	–	8	8	8	–	–	–
13.1 - Tourism, Promotion and Development		–		8	8	8			
	–	–	–	–	–	–	–	–	–
#REF!									
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	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total	7 103	1 864	3 514	3 030	3 990	3 990	3 731	–	–
Total Capital Expenditure	7 103	1 864	3 514	13 030	13 990	3 990	13 731	10 000	5 000

Explanatory notes to Table A6 - Budgeted Financial Position

1 Table A6 is consistent with international standards of good financial management practice, and improves understandability for councilors and management of the impact of the budget on the statement of financial position (balance sheet).

2. This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets less Liabilities as "accounting" Community Wealth. The order of items within each group illustrates items in order of liquidity; i.e. assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.

3. Table A6 is supported by an extensive table of notes (SA3) which provides a detailed analysis of the major components of a number of items, including:

- Call investments deposits;
- Consumer debtors;
- Property, plant and equipment;
- Trade and other payables;
- Provisions non current;
- Changes in net assets; and
- Reserves

DC10 Cacadu - Table A6 Consolidated Budgeted Financial Position

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
ASSETS										
Current assets										
Cash										
Call investment deposits	1	305 951	268 613	253 850	154 912	154 912	226 226	163 891	129 772	104 192
Consumer debtors	1	3 098	2 036	1 061	1 061	1 061	2 061	–	–	–
Other debtors		21	23	15	15	15	15	15	15	15
Current portion of long-term receivables		11	–	–	–	–	–	–	–	–
Inventory	2	–	–	–	–	–	–	–	–	–
Total current assets		**309 082**	**270 672**	**254 927**	**155 988**	**155 988**	**228 302**	**163 907**	**129 787**	**104 207**
Non current assets										
Long-term receivables		4	8	23	–	–	–	–	–	–
Investments		–	–	–	–	–	–	–	–	–
Investment property		14 254	14 526	14 881	14 526	14 526	14 881	14 881	14 881	14 881
Investment in Associate		–	–	–	–	–	–	–	–	–
Property, plant and equipment	3	68 445	33 994	36 689	99 700	99 700	39 196	51 422	59 917	63 412
Agricultural		–	–	–	–	–	–	–	–	–
Biological		–	–	–	–	–	–	–	–	–
Intangible		87	87	87	87	87	87	87	87	87
Other non-current assets		–	31 907	33 358	–	–	33 358	33 358	33 358	33 358
Total non current assets		**82 789**	**80 522**	**85 037**	**114 313**	**114 313**	**87 521**	**99 747**	**108 242**	**111 737**
TOTAL ASSETS		**391 872**	**351 194**	**339 964**	**270 301**	**270 301**	**315 823**	**263 654**	**238 029**	**215 944**
LIABILITIES										
Current liabilities										
Bank overdraft	1	–	–	–	–	–	–	–	–	–
Borrowing	4	3 405	3 034	4 706	–	–	–	4 000	4 000	4 000
Consumer deposits		–	–	–	–	–	–	–	–	–
Trade and other payables	4	43 273	39 089	27 462	24 017	24 017	10 435	9 200	9 200	9 200
Provisions		460	931	1 066	–	–	1 066	1 066	1 066	1 066
Total current liabilities		**47 138**	**43 054**	**33 234**	**24 017**	**24 017**	**11 501**	**14 266**	**14 266**	**14 266**
Non current liabilities										
Borrowing		22	–	–	–	–	–	–	–	–
Provisions		55 770	54 374	59 717	54 374	54 374	59 717	59 717	59 717	59 717
Total non current liabilities		**55 792**	**54 374**	**59 717**	**54 374**	**54 374**	**59 717**	**59 717**	**59 717**	**59 717**
TOTAL LIABILITIES		**102 930**	**97 429**	**92 951**	**78 391**	**78 391**	**71 218**	**73 983**	**73 983**	**73 983**
NET ASSETS	5	**288 942**	**253 765**	**247 014**	**191 910**	**191 910**	**244 605**	**189 671**	**164 046**	**141 961**
COMMUNITY WEALTH/EQUITY										
Accumulated Surplus/(Deficit)		210 635	175 993	167 550	114 139	114 139	165 142	110 208	84 583	62 498
Reserves	4	78 307	77 772	79 463	77 771	77 771	79 463	79 463	79 463	79 463
Minorities' interests										
TOTAL COMMUNITY WEALTH/EQUITY	5	**288 942**	**253 765**	**247 014**	**191 910**	**191 910**	**244 605**	**189 671**	**164 046**	**141 961**

References

1. Detail to be provided in Table SA3

2. Include completed low cost housing to be transferred to beneficiaries within 12 months

3. Include 'Construction-work-in-progress' (disclosed separately in annual financial statements)

4. Detail to be provided in Table SA3. Includes reserves to be funded by statute.

5. Net assets must balance with Total Community Wealth/Equity

DC10 Cacadu - Supporting Table SA3 Supportinging detail to 'Budgeted Financial Position'

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand										
ASSETS										
Call investment deposits										
Call deposits < 90 days		4 571	117 613	90 850	34 912	34 912	66 226	33 891	39 772	34 192
Other current investments > 90 days		301 380	151 000	163 000	120 000	120 000	160 000	130 000	90 000	70 000
Total Call investment deposits	2	**305 951**	**268 613**	**253 850**	**154 912**	**154 912**	**226 226**	**163 891**	**129 772**	**104 192**
Consumer debtors										
Consumer debtors		14 417	34 187	33 221	33 221	33 221	11 234	–	–	–
Less: Provision for debt impairment		(11 319)	(32 151)	(32 160)	(32 160)	(32 160)	(9 173)	–	–	–
Total Consumer debtors	2	**3 098**	**2 036**	**1 061**	**1 061**	**1 061**	**2 061**	**–**	**–**	**–**
Debt impairment provision										
Balance at the beginning of the year		(11 481)	(11 319)	(32 151)	(32 160)	(32 160)	(32 160)	(9 173)	–	–
Contributions to the provision		63	(22 016)	(12)	–	–	22 987	9 173	–	–
Bad debts written off		99	1 184	3	–	–	–	–	–	–
Balance at end of year		**(11 319)**	**(32 151)**	**(32 160)**	**(32 160)**	**(32 160)**	**(9 173)**	**–**	**–**	**–**
Property, plant and equipment (PPE)										
PPE at cost/valuation (excl. finance leases)		92 640	50 700	53 408	122 933	122 933	57 398	71 129	81 129	86 129
Leases recognised as PPE	3	–	–	–	–	–	–	–	–	–
Less: Accumulated depreciation		24 195	16 706	16 718	23 232	23 232	18 202	19 707	21 212	22 717
Total Property, plant and equipment (PPE)	2	**68 445**	**33 994**	**36 689**	**99 700**	**99 700**	**39 196**	**51 422**	**59 917**	**63 412**
LIABILITIES										
Current liabilities - Borrowing										
Short term loans (other than bank overdraft)		–	–	–	–	–	–	–	–	–
Current portion of long-term liabilities		3 405	3 034	4 706				4 000	4 000	4 000
Total Current liabilities - Borrowing		**3 405**	**3 034**	**4 706**	**–**	**–**	**–**	**4 000**	**4 000**	**4 000**
Trade and other payables										
Trade and other creditors		11 631	10 241	9 215	24 017	24 017	9 200	9 200	9 200	9 200
Unspent conditional transfers		38 596	30 401	20 405	–	–	1 235	–	–	–
VAT		(6 954)	(1 553)	(2 157)	–	–	–	–	–	–
Total Trade and other payables	2	**43 273**	**39 089**	**27 462**	**24 017**	**24 017**	**10 435**	**9 200**	**9 200**	**9 200**
Non current liabilities - Borrowing										
Borrowing	4	–	–	–	–	–	–	–	–	–
Finance leases (including PPP asset element)		22	–	–	–	–	–	–	–	–
Total Non current liabilities - Borrowing		**22**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Provisions - non-current										
Retirement benefits		55 770	54 374	59 717	54 374	54 374	59 717	59 717	59 717	59 717
List other major provision items										
Employee bonuses		–	–	–	–	–	–	–	–	–
Other										
Total Provisions - non-current		**55 770**	**54 374**	**59 717**	**54 374**	**54 374**	**59 717**	**59 717**	**59 717**	**59 717**
CHANGES IN NET ASSETS										
Accumulated Surplus/(Deficit)										
Accumulated Surplus/(Deficit) - opening balance		214 709	210 672	207 983	114 139	114 139	173 954	110 208	84 583	62 498
GRAP adjustments		(4 036)	(2 690)	(33 271)						
Restated balance		210 672	207 983	174 712	114 139	114 139	173 954	110 208	84 583	62 498
Surplus/(Deficit)		(3 183)	(33 271)	(7 161)	–	–	(8 812)	–	–	–
Appropriations to Reserves		–	–	–	–	–	–	–	–	–
Transfers from Reserves		–	–	–	–	–	–	–	–	–
Depreciation offsets		–	–	–	–	–	–	–	–	–
Other adjustments		3 146	1 281	–	–	–	–	–	–	–
Accumulated Surplus/(Deficit)	1	**210 635**	**175 993**	**167 550**	**114 139**	**114 139**	**165 142**	**110 208**	**84 583**	**62 498**
Reserves										
Housing Development Fund		–	–	–	–	–	–	–	–	–
Capital replacement		–	–	–	–	–	–	–	–	–
Self-insurance		–	–	–	–	–	–	–	–	–
Other reserves		–	–	–	–	–	–	–	–	–
Revaluation		78 307	77 772	79 463	77 771	77 771	79 463	79 463	79 463	79 463
Total Reserves	2	**78 307**	**77 772**	**79 463**	**77 771**	**77 771**	**79 463**	**79 463**	**79 463**	**79 463**
TOTAL COMMUNITY WEALTH/EQUITY	2	**288 942**	**253 765**	**247 014**	**191 910**	**191 910**	**244 605**	**189 671**	**164 046**	**141 961**

Total capital expenditure includes expenditure on nationally significant priorities:

Provision of basic services									

Explanatory notes to Table A7 - Budgeted Cash Flow Statement

1. The budgeted cash flow statement is the first measurement in determining if the budget is funded.

2. It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget.

DC10 Cacadu - Table A7 Consolidated Budgeted Cash Flows

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Ratepayers and other		8 419	10 543	5 524	51 088	77 744	24 635	49 833	25 425	21 960
Government - operating	1	179 888	91 682	89 706	89 419	96 815	95 580	92 375	100 783	102 917
Government - capital	1	–	–	–	–	–	–	–	–	–
Interest		22 987	17 159	15 399	10 400	10 400	10 400	11 500	9 400	7 800
Dividends		–	–	–	–	–	–	–	–	–
Payments										
Suppliers and employees		(162 878)	(128 526)	(99 703)	(111 354)	(143 043)	(115 564)	(132 552)	(111 708)	(107 877)
Finance charges		(11)	(1)	–	–	–	–	–	–	–
Transfers and Grants	1	(111 765)	(26 219)	(19 182)	(39 553)	(41 916)	(23 863)	(21 156)	(23 900)	(24 800)
NET CASH FROM/(USED) OPERATING ACTIVITIES		**(63 360)**	**(35 362)**	**(8 255)**	–	–	**(8 812)**	–	–	–
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE		–	250	288	–	–	–	–	–	–
Decrease (Increase) in non-current debtors		4	(2)	8	–	–	–	–	–	–
Decrease (increase) other non-current receivables		26	8	(15)	–	–	–	–	–	–
Decrease (increase) in non-current investments		–			–	–	–	–	–	–
Payments										
Capital assets		(2 238)	(1 725)	(3 514)	(13 030)	(13 990)	(3 990)	(13 731)	(10 000)	(5 000)
NET CASH FROM/(USED) INVESTING ACTIVITIES		**(2 208)**	**(1 469)**	**(3 233)**	**(13 030)**	**(13 990)**	**(3 990)**	**(13 731)**	**(10 000)**	**(5 000)**
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans		–	–	–	–	–	–	–	–	–
Borrowing long term/refinancing		–	–	–	–	–	–	–	–	–
Increase (decrease) in consumer deposits		–	–	–	–	–	–	–	–	–
Payments										
Repayment of borrowing		4 815	50 493	(15 275)	–	–	–	–	–	–
NET CASH FROM/(USED) FINANCING ACTIVITIES		**4 815**	**50 493**	**(15 275)**	–	–	–	–	–	–
NET INCREASE/ (DECREASE) IN CASH HELD		**(60 753)**	**13 662**	**(26 763)**	**(13 030)**	**(13 990)**	**(12 802)**	**(13 731)**	**(10 000)**	**(5 000)**
Cash/cash equivalents at the year begin:	2	**164 705**	**103 951**	**117 613**	**117 613**	**117 613**	**117 613**	**104 811**	**91 080**	**81 080**
Cash/cash equivalents at the year end:	2	**103 951**	**117 613**	**90 850**	**104 583**	**103 624**	**104 811**	**91 080**	**81 080**	**76 080**

References

1. Local/District municipalities to include transfers from/to District/Local Municipalities

2. Cash equivalents includes investments with maturities of 3 months or less

Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

1. The cash backed reserves/accumulated surplus reconciliation is aligned to the requirements of MFMA Circular 42 – Funding a Municipal Budget.

2. In essence the table evaluates the funding levels of the budget by firstly forecasting the cash and investments at year end and secondly reconciling the available funding to the liabilities/commitments that exist.

DC10 Cacadu - Table A8 Consolidated Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Cash and investments available										
Cash/cash equivalents at the year end	1	103 951	117 613	90 850	104 583	103 624	104 811	91 080	81 080	76 080
Other current investments > 90 days		202 000	151 000	163 000	50 328	51 288	121 414	72 811	48 691	28 111
Non current assets - Investments	1	–	–	–	–	–	–	–	–	–
Cash and investments available:		**305 951**	**268 613**	**253 850**	**154 912**	**154 912**	**226 226**	**163 891**	**129 772**	**104 192**
Application of cash and investments										
Unspent conditional transfers		38 596	30 401	20 405	–	–	1 235	–	–	–
Unspent borrowing		–	–	–	–	–	–	–	–	–
Statutory requirements	2									
Other working capital requirements	3	8 507	8 092	8 076	22 940	22 940	7 124	9 185	9 185	9 185
Other provisions										
Long term investments committed	4	–	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments	5	200 899	174 712	167 550	69 374	69 374	165 142	110 208	84 583	62 498
Total Application of cash and investments:		**248 001**	**213 205**	**196 031**	**92 314**	**92 314**	**173 501**	**119 393**	**93 768**	**71 683**
Surplus(shortfall)		**57 950**	**55 408**	**57 820**	**62 598**	**62 598**	**52 725**	**44 499**	**36 004**	**32 509**

References

1. *Must reconcile with Budgeted Cash Flows*
2. *For example: VAT, taxation*
3. *Council approval for policy required - include sufficient working capital (e.g. allowing for a % of current debtors > 90 days as uncollectable)*
4. *For example: sinking fund requirements for borrowing*
5. *Council approval required for each reserve created and basis of cash backing of reserves*

Explanatory notes to Table A10 - Basic Service Delivery Measurement

1. Table A10 provides an overview of service delivery levels, including backlogs (below minimum service level), for each of the main services.

2. Cacadu District Municipality served the DMA area, which subsequently was transferred to the local municipalities, as from 01 July 2011.

DC10 Cacadu - Table A10 Consolidated basic service delivery measurement

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Household service targets	1									
Water:										
Piped water inside dwelling										
Piped water inside yard (but not in dwelling)										
Using public tap (at least min.service level)	2									
Other water supply (at least min.service level)	4									
Minimum Service Level and Above sub-total		–	–	–	–	–	–	–	–	–
Using public tap (< min.service level)	3									
Other water supply (< min.service level)	4									
No water supply										
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	–	–	–	–	–	–	–	–	–
Sanitation/sewerage:										
Flush toilet (connected to sewerage)										
Flush toilet (with septic tank)										
Chemical toilet										
Pit toilet (ventilated)										
Other toilet provisions (> min.service level)										
Minimum Service Level and Above sub-total		–	–	–	–	–	–	–	–	–
Bucket toilet										
Other toilet provisions (< min.service level)										
No toilet provisions										
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	–	–	–	–	–	–	–	–	–
Energy:										
Electricity (at least min.service level)										
Electricity - prepaid (min.service level)										
Minimum Service Level and Above sub-total		–	–	–	–	–	–	–	–	–
Electricity (< min.service level)										
Electricity - prepaid (< min. service level)										
Other energy sources										
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	–	–	–	–	–	–	–	–	–
Refuse:										
Removed at least once a week										
Minimum Service Level and Above sub-total		–	–	–	–	–	–	–	–	–
Removed less frequently than once a week										
Using communal refuse dump										
Using own refuse dump										
Other rubbish disposal										
No rubbish disposal										
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	–	–	–	–	–	–	–	–	–
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)										
Sanitation (free minimum level service)										
Electricity/other energy (50kwh per household per month)										
Refuse (removed at least once a week)										
Cost of Free Basic Services provided (R'000)	8			17						
Water (6 kilolitres per household per month)										
Sanitation (free sanitation service)				55						
Electricity/other energy (50kwh per household per month)										
Refuse (removed once a week)										
Total cost of FBS provided (minimum social package)		–	–	72	–	–	–	–	–	–
Highest level of free service provided										
Property rates (R value threshold)				15						
Water (kilolitres per household per month)				6						
Sanitation (kilolitres per household per month)										
Sanitation (Rand per household per month)										
Electricity (kwh per household per month)				50						
Refuse (average litres per week)										
Revenue cost of free services provided (R'000)	9									
Property rates (R15 000 threshold rebate)				4						
Property rates (other exemptions, reductions and rebates)				2 536						
Water				17						
Sanitation										
Electricity/other energy				55						
Refuse										
Municipal Housing - rental rebates										
Housing - top structure subsidies	6									
Other										
Total revenue cost of free services provided (total social package)		–	–	2 612	–	–	–	–	–	–

References

1. *Include services provided by another entity; e.g. Eskom*
2. *Stand distance <= 200m from dwelling*
3. *Stand distance > 200m from dwelling*
4. *Borehole, spring, rain-water tank etc.*
5. *Must agree to total number of households in municipal area*
6. *Include value of subsidy provided by municipality above provincial subsidy level*
7. *Show number of households receiving at least these levels of services completely free*
8. *Must reflect the cost to the municipality of providing the Free Basic Service*

by Expenditure Item	8									
Employee related costs										
Other materials										
Contracted Services										
Other Expenditure		2 455	574	388	991	995	831	1 232	1 232	1 232
Total Repairs and Maintenance Expenditure	9	2 455	574	388	991	995	831	1 232	1 232	1 232
check		–	–	–	–	–	–	–	–	–

References

1. Must reconcile with 'Budgeted Financial Performance (Revenue and Expenditure)

2. Must reconcile to supporting documentation on staff salaries

3. Insert other categories where revenue or expenditure is of a material nature (list separate items until 'General expenses' is not > 10% of Total Expenditure)

4. Expenditure to meet any 'unfunded obligations'

5 This sub-total must agree with the total on SA22, but excluding councillor and board member items

6. Include a note for each revenue item that is affected by 'revenue foregone'

7. Special consideration may have to be given to including 'goodwill arising' or 'joint venture' budgets where circumstances require this (include separately under relevant notes)

8. Repairs and Maintenance is not a GRAP item. However to facilitate transparency, municipalities must provide a breakdown of the amounts included in the relevant GRAP items that will be spent on Repairs and Maintenance

9. Must reconcile with Repairs and Maintenance by Asset Class (Total Repairs and Maintenance) on Table SA34c.

10. Only applicable to municipalities that have adopted the 'revaluation method' in GRAP 17. The aim is to prevent overstating 'depreciation and asset impairment'

PART 2

SUPPORTING DOCUMENTATION

CHAPTER 5

Overview Of The Annual Budget Process

CHAPTER 5

Overview of the annual budget process

Section 53 of the MFMA requires the Mayor of the municipality to provide general political guidance in the budget process and the setting of priorities that must guide the preparation of the budget. In addition Chapter 2 of the Municipal Budget and Reporting Regulations states that the Mayor of the municipality must establish a Budget Steering Committee to provide technical assistance to the Mayor in discharging the responsibilities set out in section 53 of the Act.

The Budget Steering Committee consists of the Municipal Manager and senior officials of the municipality meeting under the chairpersonship of the MMC for Finance.

The primary aims of the Budget Steering Committee are to ensure:

- that the process followed to compile the budget complies with legislation and good budget practices;
- that there is proper alignment between the policy and service delivery priorities set out in the CDM'S IDP and the budget, taking into account the need to protect the financial sustainability of municipality;
- that the municipality's revenue and tariff setting strategies ensure that the cash resources needed to deliver services are available; and
- that the various spending priorities of the different municipal departments are properly evaluated and prioritised in the allocation of resources.

Budget Process Overview

In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year (i.e. in August 2013) a time schedule that sets out the process to prepare the new IDP and the budget.

The Mayor tabled in Council the required IDP and budget time schedule in August 2013. Key dates applicable to the process were:

- 17/03/2014 Mayoral Committee to approve draft budget
- 20/03/2014 Budget Steering Committee meeting
- 26/03/2014 Council to approve draft budget
- 01/04/2014 Public participation process
- 16/04/2014 Budget Steering Committee meeting
- 09/05/2014 Public participation ends
- 13/05/2014 Budget Steering Committee meeting
- 14/05/2014 Mayoral Committee to approve final budget
- 28/05/2014 Council to approve final budget
- 02/06/2014 Submit to Treasury

IDP and Service Delivery and Budget Implementation Plan

The CDM IDP is its principal strategic planning instrument, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation which directly inform the Service Delivery and Budget Implementation Plan. The Process Plan applicable to the new 5-year IDP included the following key processes and deliverables:

- Registration of local municipality and community needs;
- Compilation of departmental business plans including key performance indicators and targets;
- Financial planning and budgeting process;
- Public participation process;
- Compilation of the SDBIP, and
- Review of the performance management and monitoring processes.

The IDP has been taken into a business and financial planning process leading up to the new 5-year IDP which commenced with the 2012/2013 MTREF and is reviewed annually. The business planning process has been refined to align the IDP to the key national and provincial priorities and current economic circumstances.

With the compilation of the new 5-year IDP, each department/function had to review the business planning process, including the setting of priorities and targets after reviewing the performance against the previous 5-year Departmental Service Delivery and Budget Implementation Plan. Business planning links back to priority needs and master planning, and essentially informed the detail operating budget appropriations and three-year capital programme.

Financial Modelling and Key Planning Drivers

As part of the compilation of the 2014/15 MTREF, extensive financial modelling was undertaken to ensure affordability and long-term financial sustainability. The following key factors and planning strategies have informed the compilation of the 2014/15 MTREF:

- Dependence on grant funding
- Dependence on interest income
- Consequences of the utilisation of the accumulated surplus
- Policy priorities and strategic objectives
- Economic climate and trends (i.e. inflation, Eskom increases, household debt)
- Performance trends
- The approved 2013/14 adjustments budget and performance against the SDBIP
- Cash Flow Management Strategy
- Investment possibilities
- Improved and sustainable service delivery.

In addition to the above, the strategic guidance given in National Treasury's MFMA Circulars 51, 54, 58, 66 and 70 has been taken into consideration in the planning and prioritisation process.

Community Consultation

The draft 2014/15 MTREF as tabled before Council on 26 March 2014 for community consultation was published on the municipality's website, and hard copies were made available in the District, municipal notice boards and various libraries .The opportunity to give electronic feedback was also communicated on the CDM website.

All documents in the appropriate format (electronic and printed) were provided to National Treasury, and other national and provincial departments in accordance with section 23 of the MFMA, to provide an opportunity for them to make inputs.
Submissions received during the community consultation process and additional information regarding revenue and expenditure and individual capital projects were addressed, and where relevant considered as part of the finalisation of the 2014/15 MTREF. Feedback and responses to the submissions received are available on request.

CHAPTER 6

Overview Of Alignment Of The Annual Budget With The IDP

CHAPTER 6

Overview of alignment of annual budget with IDP

The Constitution mandates local government with the responsibility to exercise local developmental and cooperative governance. The eradication of imbalances in South African society can only be realized through a credible integrated developmental planning process.

Municipalities in South Africa need to utilise integrated development planning as a method to plan future development in their areas and so find the best solutions to achieve sound long-term development goals. A municipal IDP provides a five year strategic programme of action aimed at setting short, medium and long term strategic and budget priorities to create a development platform, which correlates with the term of office of the political incumbents. The plan aligns the resources and the capacity of a municipality to its overall development aims and guides the municipal budget. An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those that have a role to play in the development of a municipal area. The IDP enables municipalities to make the best use of scarce resources and speed up service delivery.

Integrated developmental planning in the South African context is amongst others, an approach to planning aimed at involving the municipality and the community to jointly find the best solutions towards sustainable development. Furthermore, integrated development planning provides a strategic environment for managing and guiding all planning, development and decision making in the municipality.

It is important that the IDP developed by municipalities correlate with National and Provincial intent. It must aim to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in that area. Applied to the CDM, issues of national and provincial importance should be reflected in the IDP of the municipality. A clear understanding of such intent is therefore imperative to ensure that CDM strategically complies with the key national and provincial priorities.

The aim of this revision cycle was to develop and coordinate a coherent plan to improve the quality of life for all the people living in the area, also reflecting issues of national and provincial importance. One of the key objectives is therefore to ensure that there exists alignment between national and provincial priorities, policies and strategies and the CDM response to these requirements.

The ten Strategic Priorities are conceptualized and summarized as follows

1. Speeding up growth and transforming the economy to create decent work and sustainable livelihoods
2. Massive program to build economic and social infrastructure
3. Comprehensive rural development strategy linked to land and agrarian reform and food security
4. Strengthen the skills and human resource base
5. Improve the health profile of all South Africans
6. Intensify the fight against crime and corruption
7. Build cohesive, caring and sustainable communities

8. Pursuing African advancement and enhanced international cooperation
9. Sustainable Resource Management and Use
10. Building a developmental state including improvement of public services and strengthening democratic institutions

The Constitution requires local government to relate its management, budgeting and planning functions to its objectives. This gives a clear indication of the intended purposes of municipal integrated development planning. Legislation stipulates clearly that a municipality must not only give effect to its IDP, but must also conduct its affairs in a manner which is consistent with its IDP. The following table highlights the IDP's five strategic objectives for the 2014/15 MTREF and further planning refinements that have directly informed the compilation of the budget:

IDP Strategic Objectives

2012/13 Financial Year	**2012/13 MTREF**
1. Municipal transformation and organisation development	1. Municipal transformation and organisation development
2. Basic service delivery	2. Basic service delivery
3. Local Economic Development	3. Local Economic Development
4. Municipal Financial viability and Management	4. Municipal Financial viability and Management
5. Good Governance and Public Participation	5. Good Governance and Public Participation

In order to ensure integrated and focused service delivery between all spheres of government it was important for the CDM to align its budget priorities with that of national and provincial government. All spheres of government place a high priority on infrastructure development, economic development and job creation, efficient service delivery, poverty alleviation and building sound institutional arrangements.

Local priorities were identified as part of the IDP review process which is directly aligned to that of the national and provincial priorities. The key performance areas can be summarised as follows against the five strategic objectives:

1. Infrastructure Investment
2. Capacity Building and Support
3. Economic Development
4. Community Services
5. Institutional Development

The 2014/15 MTREF has therefore been directly informed by the new IDP process and the following tables provide a reconciliation between the IDP strategic objectives and operating revenue, operating expenditure and capital expenditure.

Table SA4 - Reconciliation between the IDP strategic objectives and budgeted revenue

DC10 Cacadu - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
CAPACITY BUILDING AND SUPPORT TO LM'S				133 965	87 166	92 478	104 209	113 922	116 939	100 698	104 518	105 066
COMMUNITY SERVICES				6 453	16 685	5 311	13 227	16 671	557	27 691	15 890	20 350
ECONOMIC DEVELOPMENT				2 508	2 859	–	9 946	13 798	1 443	–	5 000	5 000
INFRASTRUCTURE INVESTMENTS				68 368	12 674	12 840	23 525	40 567	11 677	25 319	10 200	2 261
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	211 294	119 384	110 629	150 907	184 959	130 615	153 708	135 608	132 677

References

1. Total revenue must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)

DC10 Cacadu - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
CAPACITY BUILDING AND SUPPORT TO LM'S				86 081	82 227	61 706	72 866	82 522	61 146	63 213	64 407	67 185
COMMUNITY SERVICES				29 922	30 151	27 484	38 541	42 048	30 919	37 261	33 482	34 699
ECONOMIC DEVELOPMENT				14 614	9 590	7 499	11 766	15 619	12 529	20 832	19 991	20 636
INFRASTRUCTURE INVESTMENTS				83 860	30 688	21 101	27 734	44 769	34 835	32 403	17 728	10 158
Allocations to other priorities												
Total Expenditure			1	214 477	152 654	117 791	150 907	184 959	139 427	153 708	135 608	132 677

References

1. Total expenditure must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)

DC10 Cacadu - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Not linked to IDP strategic objectives due to the nature of the entity - no infrastructural assets		A		7 103	1 864	3 514	13 030	13 990	3 990	13 731	10 000	5 000
		B										
		C										
		D										
		E										
		F										
		G										
		H										
		I										
		J										
		K										
		L										
		M										
		N										
		O										
		P										
Allocations to other priorities			3									
Total Capital Expenditure			1	7 103	1 864	3 514	13 030	13 990	3 990	13 731	10 000	5 000

References

1. Total capital expenditure must reconcile to Budgeted Capital Expenditure

2. Goal code must be used on Table SA36

DC10 Cacadu - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	2010/11 Audited Outcome	2011/12 Audited Outcome	2012/13 Audited Outcome	Current Year 2013/14 Original Budget	Current Year 2013/14 Adjusted Budget	Current Year 2013/14 Full Year Forecast	2014/15 Medium Term Revenue & Expenditure Framework Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Vote 1 - vote name										
Function 1 - (name)		See SDBIP	See SDBIP							
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)										
Insert measure/s description										
Function 2 - (name)										
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)		See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP
Insert measure/s description										
Vote 2 - vote name										
Function 1 - (name)										
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)										
Insert measure/s description										
Function 2 - (name)										
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)										
Insert measure/s description										
Vote 3 - vote name										
Function 1 - (name)										
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)										
Insert measure/s description										
Function 2 - (name)										
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)										
Insert measure/s description										
And so on for the rest of the Votes										

1. Include a measurable performance objective for each revenue source (within a relevant function) and each vote (MFMA s17(3)(b))

2. Include all Basic Services performance targets from 'Basic Service Delivery' to ensure Table SA7 represents all strategic responsibilities

3. Only include prior year comparative information for individual measures where relevant activity occurred in that year/s

CHAPTER 7

Measurable Performance Objectives & Indicators

CHAPTER 7

MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS

The measurable performance indicators of the Cacadu District Municipality are detailed in the following:

* **Annexure "B"**: Mandatory Performance Measures
* **Annexure "C"**: Annual Performance Objectives by Vote – operational measures
* **Annexure "D"**: Revenue by Source

DC10 Cacadu - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Borrowing Management										
Credit Rating										
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	-2.2%	-33.1%	13.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	-15.3%	-182.3%	73.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Safety of Capital										
Gearing	Long Term Borrowing/ Funds & Reserves	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Liquidity										
Current Ratio	Current assets/current liabilities	6.6	6.3	7.7	6.5	6.5	19.9	11.5	9.1	7.3
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	6.6	6.3	7.7	6.5	6.5	19.9	11.5	9.1	7.3
Liquidity Ratio	Monetary Assets/Current Liabilities	6.5	6.2	7.6	6.5	6.5	19.7	11.5	9.1	7.3
Revenue Management										
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		100.4%	104.0%	103.5%	100.0%	100.0%	100.0%	100.0%	100.0%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		100.0%	104.0%	103.6%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	1.5%	1.7%	1.0%	0.7%	0.6%	1.6%	0.0%	0.0%	0.0%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old									
Creditors Management										
Creditors System Efficiency	% of Creditors Paid Within Terms (within`MFMA' s 65(e))									
Creditors to Cash and Investments		11.2%	8.7%	10.1%	23.0%	23.2%	8.8%	10.1%	11.3%	12.1%
Other Indicators										
Electricity Distribution Losses (2)	Total Volume Losses (kW)									
	Total Cost of Losses (Rand '000)									
	% Volume (units purchased and generated less units sold)/units purchased and generated									
Water Distribution Losses (2)	Total Volume Losses (kℓ)									
	Total Cost of Losses (Rand '000)									
	% Volume (units purchased and generated less units sold)/units purchased and generated									
Employee costs	Employee costs/(Total Revenue - capital revenue)	14.9%	27.6%	32.9%	27.6%	25.2%	29.1%	30.1%	35.9%	38.6%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	16.7%	32.3%	38.4%	31.3%	28.6%	33.0%	34.6%	41.3%	44.4%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	1.2%	0.5%	0.4%	0.7%	0.5%	0.6%	0.8%	0.9%	0.9%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	2.1%	1.4%	0.9%	1.3%	1.1%	1.1%	1.0%	1.1%	1.1%
IDP regulation financial viability indicators										
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	(0.9)	0.9	2.0	5.9	5.9	5.9	6.5	4.5	3.8
ii.O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	180.5%	185.9%	100.0%	93.6%	93.6%	207.6%	1.3%	1.2%	1.1%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	7.0	8.6	15.6	10.9	9.3	13.0	10.1	9.3	8.7

References

1. Consumer debtors > 12 months old are excluded from current assets

2. Only include if services provided by the municipality

DC10 Cacadu Supporting Table SA10 Funding measurement

Description	MFMA section	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Funding measures											
Cash/cash equivalents at the year end - R'000	18(1)b	1	103 951	117 613	90 850	104 583	103 624	104 811	91 080	81 080	76 080
Cash + investments at the yr end less applications - R'000	18(1)b	2	57 950	55 408	57 820	62 598	62 598	52 725	44 499	36 004	32 509
Cash year end/monthly employee/supplier payments	18(1)b	3	7.0	8.6	15.6	10.9	9.3	13.0	10.1	9.3	8.7
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	(3 183)	(33 271)	(7 161)	–	–	(8 812)	–	–	–
Service charge rev % change - macro CPIX target exclusive	18(1)a,(2)	5	N.A.	(106.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	6	100.0%	104.0%	103.6%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	(3.6%)	1952.0%	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital payments % of capital expenditure	18(1)c;19	8	31.5%	92.5%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grants % of Govt. legislated/gazetted allocations	18(1)a	10							0.0%	0.0%	0.0%
Current consumer debtors % change - incr(decr)	18(1)a	11	N.A.	(34.2%)	(47.7%)	0.0%	0.0%	92.9%	(98.6%)	0.0%	0.0%
Long term receivables % change - incr(decr)	18(1)a	12	N.A.	88.2%	191.7%	(100.0%)	0.0%	0.0%	0.0%	0.0%	0.0%
R&M % of Property Plant & Equipment	20(1)(vi)	13	3.6%	1.7%	1.1%	1.0%	1.0%	2.1%	2.4%	2.1%	1.9%
Asset renewal % of capital budget	20(1)(vi)	14	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

References

1. Positive cash balances indicative of minimum compliance - subject to 2

2. Deduct cash and investment applications (defined) from cash balances

3. Indicative of sufficient liquidity to meet average monthly operating payments

4. Indicative of funded operational requirements

5. Indicative of adherence to macro-economic targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)

6. Realistic average cash collection forecasts as % of annual billed revenue

7. Realistic average increase in debt impairment (doubtful debt) provision

8. Indicative of planned capital expenditure level & cash payment timing

9. Indicative of compliance with borrowing 'only' for the capital budget - should not exceed 100% unless refinancing

10. Substantiation of National/Province allocations included in budget

11. Indicative of realistic current arrear debtor collection targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)

12. Indicative of realistic long term arrear debtor collection targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)

13. Indicative of a credible allowance for repairs & maintenance of assets - functioning assets revenue protection

14. Indicative of a credible allowance for asset renewal (requires analysis of asset renewal projects as % of total capital projects - detailed capital plan) - functioning assets revenue protection

CHAPTER 8

Overview Of Budget-Related Policies

CHAPTER 8

OVERVIEW OF BUDGET-RELATED POLICIES

Budgeting is central to the process of prioritizing for service delivery and the management of the functions of Council. The Cacadu District Municipality's budgeting process is guided and governed by relevant legislation regulations and budget related policies.

The following budget-related policies were reviewed as part of the budget planning process:

- Banking and Investment Policy;
- Budget Policy;
- Supply Chain Management Policy;
- Virement Policy;
- Credit Control and Debt Collection;
- Tariff Policy;
- Revenue By-Laws;
- Sundry Financial Policies; and
- Policy on Unauthorised, Irregular, Fruitless and Wasteful Expenditure and the Enforcement of Proper Financial Management

Due to a few minor changes to budget related policies for 2013/2014, the policies were revised and adopted in the previous year. These policies remain intact, other than the following:

Banking and Investment Policy

3.4 Unresolved Reconciling Items

Unidentified bank deposits must be adequately followed up. After a period of 6 (six) months, where no claims are made or the origin of the payment is still unknown / unidentified, the amount will be journalised as current year revenue.

Cheques older than 6 months (stale) must be re-issued subsequent to follow up. Should the new cheque to the same supplier become stale, the amount will be reversed against the expenditure account.

It is therefore necessary to recommend that the council adopt the revised Banking and Investment Policy.

CHAPTER 9

Overview Of Budget Assumptions

CHAPTER 9

OVERVIEW OF BUDGET ASSUMPTIONS

The 2014/15 – 2016/17 Medium Term Budget has been prepared in a more volatile global and local economic market. Internal and external factors have been considered in ensuring that realistic and accurate budget assumptions have been adopted in the preparation of a credible budget.

Global Economic Trends

The world economy has experienced subdued growth for another year in 2013, unable to meet even the modest projections many institutional forecasters made earlier, including the World Economic Situation and Prospects (WESP) 2013. According to the information available in November, world gross product (WGP) is estimated to have grown by 2.1% in 2013, lower than the baseline forecast of 2.4% published in WESP 2013.

Underperformance in the world economy was observed across almost all regions and major economic groups. Most developed economies continued struggling in an uphill battle against the lingering effects of the financial crisis, grappling in particular with the challenges of taking appropriate fiscal and monetary policy actions. A number of emerging economies, which had already experienced a notable slowdown in the past two years, encountered new headwinds during 2013 on both international and domestic fronts.

Some signs of improvements have shown up more recently: the euro area has finally come out of a protracted recession, with gross domestic product (GDP) for the region as a whole returning to growth; a few large emerging economies, including China, seem to have backstopped a further slowdown and are poised to strengthen. Premised on a set of assumptions, WGP is forecast to grow at a pace of 3.0 and 3.3 per cent for 2014 and 2015, respectively. Again, this baseline forecast is made in the context of a number of uncertainties and risks emanating from possible policy missteps and factors beyond the economic domain.

Among developed countries, the United States of America is estimated to grow at a meagre pace of 1.6% in 2013, significantly lower than the 2.8 per cent growth of the previous year. Fiscal tightening and a series of political gridlocks over budgetary issues during the year have weighed heavily on growth.

Many of the new European Union (EU) members in Eastern Europe remained in a sustained recession in the first half of 2013, but the situation improved in the second half of the year, with business sentiment and household confidence strengthening in response to the return to growth in Western Europe.

Japan is estimated to grow by 1.9 per cent in 2013, boosted by a set of expansionary policy packages, including fiscal stimulus and large-scale purchases of assets by the central bank. Fixed investment has been a key driver of growth, as a number of public construction projects have been financed by the supplemental budget. Government is also expected to introduce another package targeting structural reforms soon, but the effects are not certain.

Regarding other developed countries, GDP in Canada is estimated to grow at 1.6% in 2013, and is expected to grow by 2.4% and 2.8% for 2014 and 2015, respectively. Residential construction was a positive contributor to GDP growth in 2013, but the pace of construction is near a maximum. GDP in Australia is estimated to grow by 2.6% in 2013 and is forecast to grow by 2.8% in 2014. While export growth will remain solid, investment in the mining sector is expected to peak in 2014. Growth in government consumption and public investment will decelerate. GDP in New Zealand is estimated to grow by 2.6% in 2013 and is forecast to grow by 2.8% in 2014, driven by growth of exports to Asian markets.

Policy changes needed

In developing countries and economies in transition, policymakers are facing a more challenging international economic environment, as well as more demanding domestic economic situations, that require tough tradeoffs amid a confluence of different policy needs.

Moreover, some of the challenges facing developing countries and economies in transition may go beyond the reach of standard macroeconomic policies, requiring institutional and structural reforms. A number of developing countries, such as Brazil, China and India, have indeed embarked on various reforms, including reforms in social security, income distribution, the financial sector, taxation, energy, transportation, education and health care.

Macroeconomic policy stances in the world economy have become more diverse across countries, and some critical transitions are expected to occur in 2014-2015. While policies in most developed countries, except Japan, will continue to feature a combination of tightening scale policy and accommodative monetary policy, the degree of scale tightening will be less restrictive and the extent of monetary easing will taper off. The central banks of major developed countries have the primary responsibility for providing adequate and stable global liquidity, as they are the issuers of the international reserve currencies. Managing a smooth tapering of the QE will be the key challenge for the monetary authorities in major developed countries, as the risks associated with this transition will pose a threat not only for developed economies, but also for the rest of the world.

Africa

Among developing countries, growth prospects in Africa remain relatively robust. After an estimated growth of 4% in 2013, GDP is projected to accelerate to 4.7% in 2014. Growth prospects are expected to be supported by improvements in the global economic and regional business environment, relatively high commodity prices, easing infrastructural constraints, and increasing trade and investment ties with emerging economies. Other important factors for Africa's medium-term growth prospects include increasing domestic demand—especially from a growing class of new consumers associated with urbanization and rising incomes—and improvements in economic governance and management. A moderate growth recovery in 2014 in emerging and developing countries, led by China, and projected improvement in major developed economies should also stimulate growth in Africa, through increased trade, investment and capital.

Socio Economic Trends in the District – Background and Basic Demographic

Stats SA today released Census 2011 results, showing that the country's population grew to 51.8 million people. The Census of 2001 put South Africa's population at 44.8 million people, and the 2011 Census returned a count of 51.8 million. The difference in the population numbers between 2001 and 2011 is seven million and represents a 15.5% population increase over the last decade.

Census 2011 puts the country's average age at 25, an indicator that South Africa, albeit getting slightly older compared to the two previous censuses, continues to have a youthful population. The average age according to the 1996 and 2001 census was 22 and 23 respectively. The country has a relatively youthful population, and just over a third of the population was under the age of 15.

The Census 2011 was the third national population and housing count in post-apartheid South Africa. The exercise saw 156 000 field staff employed last year to count more than 14.6 million households.

In line with global trends, South Africa's sex ratio was skewed in favour of women; there were two million more females in the country than men. The 2011 census recorded 27 million females. "This means that on average, South Africa had a sex ratio of 95 (95 males per 100 females).

Meanwhile, South Africa's average household income increased nominally by 113% in 2011 compared to the last census in 2001. The average household income for black Africans was R60 613 while whites were highest at R365 134.

In real terms, the consumer price index (CPI) indicates that income should have increased by 77,5% during this period to have stayed in line with inflation. Therefore income grew above inflation thus suggesting standards of living have improved.

District Economy

Local municipalities are:

Makana (Grahamstown);
Ndlambe (Port Alfred, Alexandria);
Sunday's River Valley, (Kirkwood, Addo);
Blue Crane Route (Pearston, Somerset East, Cookhouse);
Camdeboo (Graaf-Reinet, Aberdeen);
Ikwezi (Jansenville, Kliplaat); Baviaans (Willowmore, Steytlerville);
Kou-Kamma (Kareedouw, Tsitsikamma);
Kouga (Humansdorp, Jeffrey's Bay, St Francis Bay).

Cacadu covers the rural western areas of the province. At 58,242 square kilometres, it is the largest of the six districts. The district forms the rural hinterland beyond Port Elizabeth. The coastal belt is a temperate, winter-rainfall area, with rains of 500 to 700 mm per annum and above. The beautiful Tsitsikamma and Baviaans Parks lie in the extreme west of the district, close to the Western Cape. The interior is mostly dry Karoo and grasslands composed of

large commercial farms and vast expanses. The historic town of Graaf-Reinet is an important centre in the north of the district. Despite the arid interior, the Sundays and Fish Rivers support extensive irrigated farming and are fed by water from the Orange River under the Fish River Transfer Scheme. Grahamstown, in the east, is home to Rhodes University and the National Arts Festival.

This rural district has a population of about 390,000, with a low population density of seven people per square kilometre. The district has a substantial coloured population (36% of the population), with Africans in the majority (52%) and a higher proportion of whites (11%) than other districts.

Cacadu ranks as a third largest economy of the province, with 9% of provincial value added. Agriculture dominates the district's economy, contributing 28% of all value added and 41% of formal employment. Small-stock farming predominates in the dry Karoo interior. This is the centre of wool and mohair farming in the Eastern Cape, providing a high proportion of world mohair production. Karoo mutton is known for its high quality and is also exported. Cattle and dairy farming are strong in the areas around Grahamstown, Cookhouse, Alexandria and Humansdorp. The Langkloof valley is home to deciduous fruit production of apples and pears. Major citrus farming areas are irrigated from the Sundays and Fish Rivers. Deciduous and citrus fruit is exported through Port Elizabeth. Commercial forestry is present around Tsitsikamma and Grahamstown. A small fishing industry operates from St Francis, centred on rock lobster.

The biggest employer is agriculture (32.4%). Manufacturing, centred on agro-processing, is a relatively small sector, providing 10% of value added and 7% of employment. Food and dairy processing and furniture production are present in the larger towns of Grahamstown and Humansdorp. Small businesses and craft co-operatives in the small towns of the Karoo produce wool and mohair garments, mostly hand-knitted. Tourism is well established in Cacadu and the district has established its own network of tourism routes. Tourism attractions include the well-known Tsitsikamma, Baviaans and Addo National Parks and the coastal resorts of Jeffrey's Bay and Port Alfred. Farm tourism is beginning to develop in the Karoo, and Graaf-Reinet is visited for its history and architecture. Many of the place names in the far south of the district have Khoi and San roots. The Khoisan Cultural Village at Tsitsikamma is the first of many planned attractions to reflect this heritage. Government services play a significant role in the economy, providing 28% of value and 23% of formal employment.

OPPORTUNITIES

- Livestock: Small-stock farming (sheep and goats) in the Karoo can be expanded through farm worker enterprises and to provide wool, mohair and meat for processing. Cattle farming can be developed through mixed farming with game. The commercial dairy industry has its base in the district and is a source for growth.
- Crops: Irrigation can be expanded in the Fish and Sundays River catchments by increasing water transferred from the Orange River, giving opportunities for further citrus production and high value horticultural production (vegetables, flowers, exotics). Sugar beet is being developed in the Fish River Valley between Cookhouse and Cradock.
- Forestry can be expanded to a limited extent in the Tsitsikamma and the areas around Grahamstown, but potential lies more in wood products and links to furniture.

- Fishing: A small fishing fleet operating from St Francis Bay and Port Alfred may have limited opportunities to expand with new quota allocations to the province. Potential lies more in aquaculture.
- Food processing is currently centred on the strong local dairy industry with room for further expansion. Canning and bottling of deciduous and citrus fruits and fruit juices is a major opportunity.
- Wool and mohair can provide the raw material for a growing apparel and garments industry, growing initially from the existing small weavers and craft co-operatives, but diversifying into high-value hand knitted fashion items.
- Furniture has high potential with existing forestry in Tsitsikamma and Grahamstown. High-value custom-made hand-crafted furniture will have higher potential and can develop local employment, with limited opportunities for hardwood furniture.
- Leather and leather goods are already a small local industry, with a base in Grahamstown. The potential lies in high-value fashion leather goods and clothing, automotive seat leather and in exotic hides and skins. As livestock revives, the industry can expand.
- Tourism has massive potential for growth. The Addo and Baviaans Parks and the Fish River reserve are expanding, and will increase the attraction of game reserves in the district. A strong base in beach, marina and sports tourism, including surfing, can be developed further. The district has many diverse attractions and has already established tourism to link up and promote tourism.
- Downstream opportunities in the Energy Industry – job creation, skills development, SMME development, etc.

The average growth rate of the Cacadu District is estimated at 1.1%, which is higher than the Provincial growth rate, estimated at 0.3% and slightly lower than the National growth rate of 1.2%. There has been a significant decrease in the growth rate of the District between 1996 (2.6%) to 2007 (1.1%).
There is a correlation between the concentration of people and population growth trends, with Makana, Kouga & Ndlambe experiencing the most significant increases between 1996 and 2007. Camdeboo and Sundays River Valley have also experienced increases over this period. Locally, internal migration trends are predominantly towards the more affluent centres of Makana, Kouga and Ndlambe, presumably by people in search of improved economic opportunities.

Migration trends increase the number of people seeking employment, demand for housing and other associated services in more secure economic areas. Living in larger cities permits individuals and families to take advantage of the opportunities of proximity, diversity, and marketplace competition. Rural migrants are attracted by the possibilities that larger cities can offer, but can find themselves in informal settlements and experience extreme poverty. Migration trends need to be studied and formulated as a planned phenomenon to prevent urban sprawl and the perpetuation of impoverishment. The Medium Term Spatial Framework (MTSF) stipulates that effective and efficient urban management and development should provide employment and economic growth opportunities. Statistical trends of migration within the Cacadu area should be used to influence the Spatial Development Frameworks of affected local municipalities to ensure that correct measures are in place to accommodate an anticipated influx.

The Cacadu District Municipality's Progress Development Indicators

There has been progress on improving the standards of living in the district. The improvement in the Human Development Index between 1996 and 2007 has been significant.

The HDI in Cacadu has specific spatial and social characteristics. Those municipalities with an urban bias display a stronger Human Development Index (HDI) demonstrating that human development was higher in urban rather than rural areas. These LMs include:

- Camdeboo (0.58)
- Makana (0.58)
- Ndlambe (0.58)
- Kouga (0.64)

The reduction in poverty and improvement in living standards can be attributed to steady economic growth over the same period. The problem with unemployment especially in the rural areas is a challenge and is the main reason many people live in poverty. Although social grants have provided a safety net for some people, it is not enough to ensure people live above the poverty line.

According to STATS SA, South Africa's unemployment rate has declined from 23.1% in 2008 to 21.9% April 2009. The unemployment rate in Cacadu also declined between 2006 (32.1 %) and 2007 (31.4%). The Cacadu unemployment rate however remains substantially higher than the South African average. The rate of unemployment in Cacadu can be compared to other African Countries of Cameroon and Equatorial Guinea both of whom hold an unemployment rate of 30%. According to the GID, the unemployment rate has increased from 28.9% in 1996 to 31.4% in 2007.

Unemployment in Cacadu is coupled with slow job growth. Cacadu specific industries are limited with little expansion and or revitalization plans. This situation has resulted in the obvious increase in the number of job seekers. The increasing numbers of unemployed residents erodes the private income source of service provision and increases the demand for social services.

An economy with high unemployment is not utilising all of the labour resources available to it and is thus operating below its productive potential. Such an economy could have higher outputs if all of the available workforce were gainfully employed in industrious enterprises.

The MTSF calls specifically for efforts to be taken to identify and enhance existing economic opportunities in the interests of work creation and sustainable livelihoods.

The current situation in Cacadu requires:

- The mobilisation of existing industries to increase production or add value to existing products;
- The investigation and establishment of new or alternative production industries;
- Labour to become skilled in providing the services required by existing industries;

- A drive to establish and support gainful self-employment; and
- The establishment of a committed work ethic.

Long term unemployment has negative effects beyond impoverishment and social dependency of the jobless. These include:

- During a long period of unemployment, workers can lose their skills, causing a loss of human capital;
- Being unemployed can also reduce the life expectancy of workers by approximately 7 years; and
- High unemployment can encourage xenophobia as workers fear that foreigners could occupy available positions

Summary of Budget Assumptions

The global and national economic outlook has improved and higher growth rates are expected over the medium term. This impact positively on collection rates of municipalities. The current harsh economic conditions are hard for both the businesses and households which have impacted negatively on the payment for municipal services.

The table hereafter gives a summary of the assumptions used to prepare the medium term budget.

Supporting Table: Social, Economic and Demographic Statistics and Assumptions

Description of Economic Indicator	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
Demographics					
Population (Census 2011)	450 584				
Economic					
Inflation / inflation outlook (CPIX)	5,7	5,9	5,6	5,4	5,4
Interest rate – borrowing	N/A	N/A	N/A	N/A	N/A
Interest rate – investment	7	6	6	6.5	6.5
Remuneration increases	6	5	6.5	6.8	6.4
Collection Rates					
Property tax / services charges					
Rental of facilities & equipment					
Interest – external investments					
Interest – debtors					
Revenue from agency services					

CHAPTER 10

Overview of Budget Funding

CHAPTER 10

OVERVIEW OF BUDGET FUNDING

Review of past performance

Operating expenditure

The overall financial performance results for the 2013/2014 financial year forecasts an operating deficit of R8.8 million. Included in this forecasted deficit are amounts of Accumulated Surplus allocated to projects, based on budget principles and procedures. This is therefore a budgeted deficit and not a real deficit which can only be calculated after the financial year end.

A summarized extract of the statement of financial performance is as follows:

Details	Forecasted Actuals 2013/2014
Revenue	130.6
Expenditure	139.4
Operating Deficit	(8.8)

Expenditure exceeds Revenue by an amount of R8.8 million.

BUDGET STRATEGIES

The Municipality's budget reflects the strategic outcomes embodied in the IDP and related strategic policies. Such a focus represents a shift away from detailed line-item budgeting that tend to focus on inputs. The budget that the Council will consider is at a high level vote, enabling the accounting officer to oversee the implementation and management of the budget in accordance with appropriate policies and internal controls through regular monthly, quarterly and half yearly reports (sections 71, 52 and 72) to Council on financial and outcome performance. The Service Delivery Budget Implementation Plan (SDBIP) linked to the IDP and Budget is also tabled today which will enable performance measurement as agreed in performance contracts of senior officials.

FINANCIAL CHALLENGES AND CONSTRAINTS

Since its levy base was reduced by 94% in 2000 with the establishment of the Nelson Mandela Metropolitan Municipality, the CDM has become dependent on its interest earnings to fund its operating expenditure.

The CDM still faces two main financial challenges:

- either increasing its discretionary revenue base or reducing its operating expenditure in order to become less dependent on interest earnings and contributions from the accumulated surpluses to balance its budget; and
- Achieving long term financial sustainability.

In the dynamic local government environment there are significant challenges for municipalities to meet legislative requirements, particularly in the areas of governance and the MFMA. The CDM's efforts to comply with the MFMA Accounting Standards for municipalities and audit opinion are a good example. In order to meet these ever increasing obligations, new skills, systems, additional financial resources and personnel are required.

Over the last few years, staff numbers have steadily increased, partly as a result of these compliance requirements and partly because of additional functions to be performed. The increased payroll costs have been funded from interest earnings, equitable share and the Levy Replacement Grant.

Unfortunately, the Equitable Share of national revenue is inadequate, which has forced the CDM to become even more reliant on interest earnings and accumulated surplus to finance operating expenditure. The CDM's Equitable Share Grant increased by a 6.7%, whilst payroll costs increased by 6.5%. The municipality's effort to balance the budget, to achieve financial sustainability in the medium term remains a challenge.

While CDM expected the equitable share to increase in line with additional functions, this did not materialize.

The CDM believes that it cannot credibly promote its district or successfully lobby for funds from other sources unless it demonstrates that it:

- Can plan and manage strategically;
- Can prioritize and spend funds efficiently on development programmes; and
- Promote the development facilitation role.

In respect of the first, it believes that its new approach to strategic planning through its spatial development framework is a step in the right direction.

In order to achieve the second, the CDM needs to do two things:

- Complete projects in a timely manner and on budget; and
- Identify ways of increasing its productivity and reducing its operating expenditure to a level which can be funded within its sustainable discretionary funding envelope.

The medium-term budget for the next three years was prepared within the context of government's macro-economic framework as well as NT guidelines.

2.2 Main Sources of Revenue

The Municipality's main sources of sustainable own discretionary revenue over the medium term will be Equitable Share, which includes the Levy Replacement Grant and will amount to R80 million for the 2014/2015 financial year. The allocations for the outer years are R86.2 million and R88.2 million respectively, which represents an increase of 7.8% and 2.3% respectively. The review of the local government fiscal framework by NT has had a significant impact on the CDM's revenue budget with the phasing out of RSC levies; the municipality is now exclusively dependent on grant funding to finance its operations.

The estimated income from our main sources of discretionary revenue for the 2014/2015 financial year amounts to R91.5 million, this excludes other Income.

These are:

Income Source	**Forecast 2013/2014**	**Budget 2014/2015**	**Increase/ Decrease**
	R	R	%
Interest on Investments	10.4	11.5	10.6
Equitable Share	19.2	22.5	17.2
Levy Replacement Grant	55.8	57.5	3.0
Total	85.4	91.5	7.1

Financial Sustainability

Financial sustainability can be defined as government's ability to manage its finances so it can meet its spending commitments, both now and in the future. It ensures future generations of taxpayers do not face an unmanageable tax burden for government services provided to the current generation.

Indicators which could provide evidence of unsustainable or sustainable financial practices can be classified into:

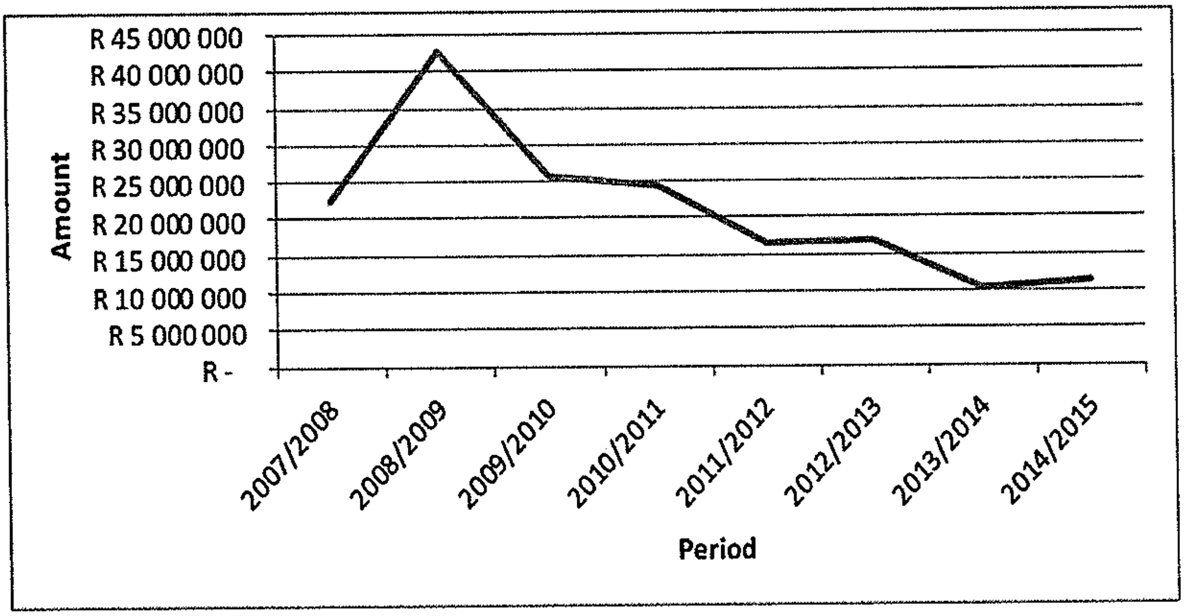
- Income generating efforts;
- Efficiently delivered services that are appropriate to needs;
- Short term and long term financial obligations; and
- Ability to maintain, renew and upgrade assets.

The CDM has struggled to perform its legal mandate because of its inadequate revenue base. Due to the fact that it had its tax base significantly reduced since the abolishment of RSC levies; it is now totally dependent on national government grants to finance its operating expenditure. Since 2002, in spite of a limited revenue base, additional functions such as fire fighting services, environmental health as well as onerous legislative compliance requirements which have placed enormous demands on the institution, which resulted in the increase in its staff establishment to respond to the additional responsibilities, it nevertheless

managed to make a significant contribution to the improvement of the quality of life of the inhabitants in the district.

In order to respond to these challenges, the municipality had to adopt a pragmatic approach to ensure that it is able to continue providing services and add value in the district. Over a number of years it has been able to maintain reserve funds (Capital Replacement Reserve), which have recently been transferred to the Accumulated Surplus Account. It has only been possible to maintain service standards through the use of interest on investments to finance operating expenditure. In the 2014/15 Operating Budget it is estimated that an amount of R11.5 million will be used to finance operating expenditure. This represents 12.6% of available discretionary sources of revenue. The interest income has been based on an average interest rate of 6.5% being earned in the 2013/14 financial year. Interest rates are being increased and currently money invested earns an average of 6 % interest. Detailed below is a graph which gives an indication of how interest earnings have been used to balance the budget.

Growth in the use of interest to finance Operating Expenditure



Although there are concerns that this financing approach is not sustainable in the long term, the municipality has no other funding option at this stage in its history. It is obvious that the municipality would be ineffective if it had to reduce its expenditure and its staff establishment within the limits of available discretionary resources excluding interest income.

National Treasury has advised that it will continue to compensate district municipalities through the Levy Replacement Grant (LRG).

Reforms will however be made to the Levy Replacement Grant in future to make it more reflective of the extent of service delivery responsibilities of the municipality rather than

historical RSC levy collection rates. This is very good news for the Cacadu District, as grants to the municipality have been calculated on a low baseline amount. Revisions to the local government fiscal framework are being considered, including determining appropriate funding for district municipalities, which will be informed by the outcomes of the COGTA White Paper policy review.

Until that process has been finalized, it is evident that the current funding approach will have to be maintained to ensure that service provision is not disrupted or compromised.
It is, however, incumbent on the management and political representatives to ensure that the utilization of unsustainable revenue sources to finance operating expenditure is undertaken in a responsible manner and that a capping is placed on the utilization of the accumulated surplus until a clearer picture emerges of future district municipality's revenue sources.

Capital expenditure

Capital expenditure for the 2014/2015 financial year is detailed in **Annexure "E"**.

Funding sources

The capital expenditure will be funded from Accumulated Surpluses. In 2014/2015 financial year, approximately R13.7 million will be financed from Accumulated surpluses.

Funding arrangements and strategies

The Cacadu District Municipality has numerous funding options available, both short term and long term financing that are in line with the MFMA. The Cacadu District Municipality Budget and Treasury Office (BTO) continuously analyses current and available financing arrangements, with an aim of identifying best financing mix. The BTO also monitors that the funding mix is in line with prudent indicators such as the revenue-to-debt ratio.

Short term funding

Section 45 of MFMA guides short-term borrowing of municipalities. Liquidity management is of paramount significance in a robust risk management framework. Due to a weak tax base Cacadu District Municipality does not use loan funding to finance capital expenditure.

Investments

Investments for the Cacadu District Municipality are done in accordance with and adherence to the Municipal Investment Regulation of the MFMA, Cacadu District Municipality's Investments Policy and other relevant legislation. Cash flow forecast and liquidity needs by the Cacadu District Municipality provides guidance for the type of investments employed and tenor thereof. The investments are made with primary regard for the risk profile and appetite of the investment, liquidity needs of the Cacadu District Municipality and the return on investments.

The BTO is obliged to invest all the Cacadu District Municipality's funds within approved limits with counter parties' approval by Council. Due to high liquidity needs of the Cacadu District Municipality, the investment portfolio constitutes mainly of money market instruments. The

BTO continuously analyses the market for good investment opportunities relative to appropriate benchmarks and market conditions.

Measures of financial performance

- Current ratio shall not be less than 1 %
- Debt revenue shall be limited to 25%
- Salaries to operating not more than 30%
- Cost coverage ratio should cover at least one month.

The table below reflects the projected ratio's of the Cacadu District Municipality.

	Bench-mark	**2011/12**	**2012/13**	**2013/14**
Current Ratio	2:1	2:1	2:1	2:1
Salaries as a % of Operating Expenditure (excl. Grants)	30%	29.5%	30.0%	34.8%

Current ratio

- Current ratio measures the ability of the Cacadu District Municipality to pay its current liabilities out of the current assets. The industry usually looks for a ratio of 2:1; however the acceptable current ratio is 1:1 for municipalities.
- The current ratio is above 1:1 which means that the Cacadu District Municipality will be able to meet its short term obligation if the trend continues.
- The ratio needs to be given utmost attention and the Cacadu District Municipality will have to create cash through the operating account (minimise costs) to maintain liquidity.

Salaries ratio

Employee costs represent 33.6% of the total expenditure including project expenditure for the 2014/15 financial year. It should however be pointed out that the payroll costs as a percentage of the discretionary revenue is 50%.

Ratio analysis

The current debt to revenue ratio need to be maintained going forward. The financial plan tries not to place more pressure on those ratios that are stretched (current ratios) and projects improved financial ratios in the outer financial years.

The level of capital investment and infrastructure projects in the outer years depends on (cash) surpluses and the financial plan is utilizing these (cash) surpluses towards capital infrastructure investments and soft support and capacity building programmes.

Challenges

The Cacadu District Municipality is facing the following challenges:

- Dependence on grant funding;
- Collectively managing the cost down (doing more with less);
- Reviewing all Cacadu District Municipality's services and programs for operational efficiencies to improve service levels and delivery;
- Exploring opportunities for cost saving (shared services); and
- Exploring Management and Renewals Strategy.
- Additional function such as Environment Health services and Fire Fighting services and decreasing Equitable of national revenues.

Financial Risks

The financial risks include:

- Changes in economic variables like inflation, petrol price, etc;
- Current economic downscale and the impact on payment levels and grant funding;
- Unemployment trends; and
- Global financial instability.

The Cacadu District Municipality's financial viability has been planned through financial modeling over five (5) years, the focus being on its financial performance, financial position and the cash flow statement. The plan is based on a number of assumptions. The assumptions have been developed to reflect a sustainable financial position over a planned period and to ensure that there is sufficient capacity to fund operating and capital expenditure. The plan seeks to address short-term and to achieve long-term financial stability while maintaining user charges/tariffs within reasonable levels.

The long-term financial plan has taken a conservative approach in projecting the Cacadu District Municipality's financial position in the outer years. A Sustainability Assessment Report was first tabled in a council meeting held on 26 August 2009.

This report clearly identified the risks of current funding strategies and gave advice with regard to avoiding future cash flow problems in the medium term.

Statement of tariff setting and revenue strategies

The MFMA requires annual budgets of municipalities to be funded by realistically anticipated revenue to be collected, based on the collection level to date and the actual revenue collected in previous financial years.

The Cacadu District Municipality annually reviews the tariffs to ascertain whether they are still capable of producing the required revenue envelope, taking note of the prevailing trends. This

process of tariff setting takes place within the framework of the Cacadu District Municipality's Tariff Policy, which is based on social, economic and financial principles.

While the Cacadu District Municipality is committed to maintain tariff increases within the forecasted inflation, increases above inflation are applied to some services (mainly major trading services) due to budgetary requirements aimed at sustaining service provision.

For the 2014/15 financial year tariff increases for the major services were driven by the following broad considerations:

- The projected electricity and fuel levy increases;
- The deteriorated economic outlook; and
- The impact of inflation and other cost increases.

Informed by the aforementioned considerations, the Cacadu District Municipality will increase tariffs for its services

The scheduled of tariffs and charges is attached as **Annexure "F"**.

CHAPTER 11

Expenditure On Allocations And Grant Programme

DC10 Cacadu - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		135 591	69 260	74 442	80 511	80 786	80 786	85 538	95 637	97 771
Local Government Equitable Share		18 294	14 591	17 118	19 258	19 258	19 258	22 501	27 288	27 666
RSC Levy Replacement		51 093	52 629	54 207	55 833	55 833	55 833	57 507	58 932	60 594
Finance Management		1 184	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250
Municipal Systems Improvement		507	790	867	890	1 165	1 165	934	967	1 000
Restructuring grant		–				–	–			
Municipal Infrastructure Grant		64 514	–	–		–	–			
Other transfers/grants [insert description]				1 000	3 280	3 280	3 280	3 346	7 200	7 261
Provincial Government:		42 052	21 004	15 264	8 082	14 861	14 461	5 546	5 146	5 146
Health subsidy		22 190	–	–	–	–	–	–	–	–
Housing		940	–	–	–	–	–	–	–	–
Disaster Management		4 086	1 000		–	–	–	–	–	–
Pensioners		3 248	3 742	4 538	5 105	5 105	5 105	5 146	5 146	5 146
Other transfers/grants [insert description]		11 589	16 262	10 726	2 977	9 756	9 356	400	–	–
District Municipality:		–	–	–	–	–	–	–	–	–
[insert description]										
Other grant providers:		2 245	1 418	–	551	1 168	1 168	–	–	–
Development Bank of South Africa		2 245	1 418	–	551	1 168	1 168	–	–	–
Total Operating Transfers and Grants	5	179 888	91 682	89 706	89 143	96 815	96 415	91 084	100 783	102 917
Capital Transfers and Grants										
National Government:		–	–	–	–	–	–	–	–	–
Other capital transfers/grants [insert desc]										
Provincial Government:		–	–	–	–	–	–	–	–	–
Other capital transfers/grants [insert description]										
District Municipality:		–	–	–	–	–	–	–	–	–
[insert description]										
Other grant providers:		–	–	–	–	–	–	–	–	–
Development Bank of So										
Total Capital Transfers and Grants	5	–	–	–	–	–	–	–	–	–
TOTAL RECEIPTS OF TRANSFERS & GRANTS		179 888	91 682	89 706	89 143	96 815	96 415	91 084	100 783	102 917

References

1. Each transfer/grant is listed by name as gazetted together with the name of the transferring department or municipality, donor or other organisation

2. Amounts actually RECEIVED; not revenue recognised (objective is to confirm grants transferred)

3. Replacement of RSC levies

4. Housing subsidies for housing where ownership transferred to organisations or persons outside the control of the municipality

5. Total transfers and grants must reconcile to Budgeted Cash Flows

6. Motor vehicle licensing refunds to be included under 'agency' services (Not Grant Receipts)

DC10 Cacadu - Supporting Table SA19 Expenditure on transfers and grant programme

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
EXPENDITURE:	1									
Operating expenditure of Transfers and Grants										
National Government:		92 726	78 017	74 442	80 511	80 786	80 786	85 538	95 637	97 771
Local Government Equitable Share		18 294	14 591	17 118	19 258	19 258	19 258	22 501	27 288	27 666
RSC Levy Replacement		51 093	52 629	54 207	55 833	55 833	55 833	57 507	58 932	60 594
Finance Management		1 228	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250
Municipal Systems Improvement		507	779	867	890	1 165	1 165	934	967	1 000
Restructuring grant		–	–			–	–			
Municipal Infrastructure Grant		21 605	8 768	–		–	–			
Other transfers/grants [insert description]				1 000	3 280	3 280	3 280	3 346	7 200	7 261
Provincial Government:		84 563	12 463	15 264	8 082	14 861	14 861	6 381	5 146	5 146
Health subsidy		143	–	–	–	–	–	–	–	–
Housing		3 165	1 234	–	–	–	–	–	–	–
Disaster Management		8 317	3 742	–	–	–	–	–	–	–
Pensioners		72 938	7 488	4 538	5 105	5 105	5 105	5 146	5 146	5 146
Other transfers/grants [insert description]		–	–	10 726	2 977	9 756	9 756	1 235	–	–
District Municipality:		–	–	–	–	–	–	–	–	–
[insert description]										
Other grant providers:		2 599	1 202	–	551	1 168	1 168	456	–	–
Development Bank of South Africa		2 599	1 202	–	551	1 168	1 168	–	–	–
Eastern Cape Development Corporation								456	–	–
Total operating expenditure of Transfers and Grants:		179 888	91 682	89 706	89 143	96 815	96 815	92 375	100 783	102 917
Capital expenditure of Transfers and Grants										
National Government:		–	–	–	–	–	–	–	–	–
Other capital transfers/grants [insert desc]										
Provincial Government:		–	–	–	–	–	–	–	–	–
Other capital transfers/grants [insert description]										
District Municipality:		–	–	–	–	–	–	–	–	–
[insert description]										
Other grant providers:		–	–	–	–	–	–	–	–	–
Development Bank of So										
Total capital expenditure of Transfers and Grants		–	–	–	–	–	–	–	–	–
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		179 888	91 682	89 706	89 143	96 815	96 815	92 375	100 783	102 917

References

1. Expenditure must be separately listed for each transfer or grant received or recognised

DC10 Cacadu - Supporting Table SA20 Reconciliation of transfers, grant receipts and unspent funds

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Operating transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year		65 686	11 516	5 004	275	275	275	–	–	–
Current year receipts		21 298	69 260	71 235	80 511	80 511	80 511	85 538	95 637	97 771
Conditions met - transferred to revenue		69 918	75 771	75 964	80 786	80 786	80 786	85 538	95 637	97 771
Conditions still to be met - transferred to liabilities		17 066	5 004	275			–			
Provincial Government:										
Balance unspent at beginning of the year		101 351	26 130	12 536	2 977	9 756	9 756	1 235	–	–
Current year receipts		35 424	13 960	4 136	5 105	5 105	5 105	5 146	5 146	5 146
Conditions met - transferred to revenue		107 102	14 407	13 695	8 082	14 861	13 626	6 381	5 146	5 146
Conditions still to be met - transferred to liabilities		29 673	25 683	2 977			1 235			
District Municipality:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		–	–	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities										
Other grant providers:										
Balance unspent at beginning of the year		484	85	–	–	–	–	–	–	–
Current year receipts		2 468	1 418	47	551	1 168	1 168	456	–	–
Conditions met - transferred to revenue		2 868	1 503	47	551	1 168	1 168	456	–	–
Conditions still to be met - transferred to liabilities		84	–	–						
Total operating transfers and grants revenue		179 888	91 682	89 706	89 419	96 815	95 580	92 375	100 783	102 917
Total operating transfers and grants - CTBM	2	46 823	30 687	3 252	–	–	1 235	–	–	–
Capital transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		–	–	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities										
Provincial Government:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		–	–	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities										
District Municipality:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		–	–	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities										
Other grant providers:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		–	–	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities										
Total capital transfers and grants revenue		–	–	–	–	–	–	–	–	–
Total capital transfers and grants - CTBM	2	–	–	–	–	–	–	–	–	–
TOTAL TRANSFERS AND GRANTS REVENUE		179 888	91 682	89 706	89 419	96 815	95 580	92 375	100 783	102 917
TOTAL TRANSFERS AND GRANTS - CTBM		46 823	30 687	3 252	–	–	1 235	–	–	–

References

1. Total capital transfers and grants revenue must reconcile to Budgeted Financial Performance and Financial Position; total recurrent grants revenue must reconcile to Budgeted Financial Performance

2. CTBM = conditions to be met

3. National Treasury database will require this reconciliation for each transfer/grant

CHAPTER 12

Allocation And Grants Made By The Municipality

DC10 Cacadu - Supporting Table SA21 Transfers and grants made by the municipality

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Cash Transfers to other municipalities										
Environmental Health Subsidy	1	6 442	7 086	7 500	8 500	8 460	8 460	9 000	9 500	10 000
Fire Services			488	3 054	13 000	14 446	10 446	3 000	10 000	10 000
Total Cash Transfers To Municipalities:		6 442	7 575	10 554	21 500	22 906	18 906	12 000	19 500	20 000
Cash Transfers to Entities/Other External Mechanisms										
Development Agency	2	864	1 148	1 055	4 000	4 957	4 957	4 000	4 400	4 800
Grant operating expenditure		104 459	17 496	7 573	14 053	14 053	–	5 156	–	–
Total Cash Transfers To Entities/Ems'		105 323	18 644	8 628	18 053	19 010	4 957	9 156	4 400	4 800
Cash Transfers to other Organs of State										
Environmental Health Subsidy	3									
Total Cash Transfers To Other Organs Of State:		–	–	–	–	–	–	–	–	–
Cash Transfers to Organisations										
Environmental Health Subsidy	4									
Total Cash Transfers To Organisations		–	–	–	–	–	–	–	–	–
Cash Transfers to Groups of Individuals										
Environmental Health Subsidy	5									
Total Cash Transfers To Groups Of Individuals:		–	–	–	–	–	–	–	–	–
TOTAL CASH TRANSFERS AND GRANTS	6	111 765	26 219	19 182	39 553	41 916	23 863	21 156	23 900	24 800
Non-Cash Transfers to other municipalities										
Insert description	1									
Total Non-Cash Transfers To Municipalities:		–	–	–	–	–	–	–	–	–
Non-Cash Transfers to Entities/Other External Mechanisms										
Environmental Health Subsidy	2									
Total Non-Cash Transfers To Entities/Ems'		–	–	–	–	–	–	–	–	–
Non-Cash Transfers to other Organs of State										
Environmental Health Subsidy	3									
Total Non-Cash Transfers To Other Organs Of State:		–	–	–	–	–	–	–	–	–
Non-Cash Grants to Organisations										
Environmental Health Subsidy	4									
Total Non-Cash Grants To Organisations		–	–	–	–	–	–	–	–	–
Groups of Individuals										
Environmental Health Subsidy	5									
Total Non-Cash Grants To Groups Of Individuals:		–	–	–	–	–	–	–	–	–
TOTAL NON-CASH TRANSFERS AND GRANTS		–	–	–	–	–	–	–	–	–
TOTAL TRANSFERS AND GRANTS	6	111 765	26 219	19 182	39 553	41 916	23 863	21 156	23 900	24 800

References

1. Insert description listed by municipal name and demarcation code of recipient
2. Insert description of each entity or external mechanism (an external mechanism may be provided with resources to ensure a minimum level of service)
3. Insert description of each Organ of State (e.g. transfer to electricity provider to compensate for FBS provided)
4. Insert description of each other organisation (e.g. charity)
5 Insert description of each other organisation (e.g. the aged, child-headed households)
6. All descriptions should separate transfers for 'capital purposes' and 'operating purposes'

CHAPTER 13

Councillor and Board Members Allowances and Employee Benefits

DC10 Cacadu - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
	1	A	B	C	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)										
Basic Salaries and Wages		3 264	3 509	4 095	4 012	4 012	3 170	4 196	4 465	4 750
Pension and UIF Contributions		–		–						
Medical Aid Contributions		–		–						
Motor Vehicle Allowance		1 149	1 468	1 249	1 322	1 965	1 677	1 394	1 485	1 580
Cellphone Allowance		191	210	221	237	237	189	268	285	303
Housing Allowances		–		–						
Other benefits and allowances		79	76	101	112	112	44	1 036	1 101	1 172
Sub Total - Councillors		4 683	5 264	5 665	5 683	6 326	5 080	6 894	7 335	7 805
% increase	4		12.4%	7.6%	0.3%	11.3%	(19.7%)	35.7%	6.4%	6.4%
Senior Managers of the Municipality	2									
Basic Salaries and Wages		2 684	4 462	3 978	4 328	4 328	3 659	4 622	4 918	5 233
Pension and UIF Contributions		283	417	357	392	392	385	416	443	472
Medical Aid Contributions		35	79	39	62	62	48	34	36	38
Overtime										
Performance Bonus			179	110	287	287	76	304	324	344
Motor Vehicle Allowance	3	263	656	564	564	603	530	564	600	639
Cellphone Allowance	3	25	25	25	25	25	22	25	27	29
Housing Allowances	3	–	25	13	34	34	5	31	33	35
Other benefits and allowances	3	216	155	85	149	149	82	169	179	191
Payments in lieu of leave		79	239							
Long service awards										
Post-retirement benefit obligations	6									
Sub Total - Senior Managers of Municipality		3 585	6 237	5 170	5 841	5 880	4 805	6 165	6 560	6 980
% increase	4		74.0%	(17.1%)	13.0%	0.7%	(18.3%)	28.3%	6.4%	6.4%
Other Municipal Staff										
Basic Salaries and Wages		23 420	19 486	19 427	25 347	25 935	20 439	24 872	26 464	28 158
Pension and UIF Contributions		786	1 381	1 532	1 724	1 925	1 667	2 063	2 142	2 225
Medical Aid Contributions		292	3 301	7 683	5 059	9 094	8 791	9 554	9 629	9 710
Overtime			311	204						
Performance Bonus		418	296	420	523	539	502	668	707	748
Motor Vehicle Allowance	3	1 020	977	1 284	1 396	1 412	984	980	1 043	1 110
Cellphone Allowance	3	128	130	133	138	138	113	144	154	163
Housing Allowances	3	68	87	89	382	382	77	362	385	410
Other benefits and allowances	3	758	699	498	1 186	1 299	666	1 470	1 562	1 660
Payments in lieu of leave				–						
Long service awards		143	56							
Post-retirement benefit obligations	6									
Sub Total - Other Municipal Staff		27 033	26 725	31 270	35 754	40 725	33 239	40 113	42 085	44 184
% increase	4		(1.1%)	17.0%	14.3%	13.9%	(18.4%)	20.7%	4.9%	5.0%
Total Parent Municipality		35 301	38 226	42 106	47 278	52 931	43 124	53 172	55 980	58 968
			8.3%	10.2%	12.3%	12.0%	(18.5%)	23.3%	5.3%	5.3%
Board Members of Entities										
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3									
Cellphone Allowance	3		196	215						
Housing Allowances	3									
Other benefits and allowances	3		93	109						
Board Fees										
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations	6									
Sub Total - Board Members of Entities		–	289	324	–	–	–	–	–	–
% increase	4		–	12.1%	(100.0%)	–	–	–	–	–
Senior Managers of Entities										
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3									
Cellphone Allowance	3									
Housing Allowances	3									
Other benefits and allowances	3									
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations	6									
Sub Total - Senior Managers of Entities		–	–	–	–	–	–	–	–	–

% increase	4		–	–	–	–	–	–	–	–
Other Staff of Entities										
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3									
Cellphone Allowance	3									
Housing Allowances	3									
Other benefits and allowances	3									
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations	6									
Sub Total - Other Staff of Entities		–	–	–	–	–	–	–	–	–
% increase	4		–	–	–	–	–	–	–	–
Total Municipal Entities		–	289	324	–	–	–	–	–	–
TOTAL SALARY, ALLOWANCES & BENEFITS		35 301	38 514	42 430	47 278	52 931	43 124	53 172	55 980	58 968
% increase	4		9.1%	10.2%	11.4%	12.0%	(18.5%)	23.3%	5.3%	5.3%
TOTAL MANAGERS AND STAFF	5,7	30 618	32 962	36 441	41 595	46 605	38 045	46 278	48 645	51 163

References

1. Include 'Loans and advances' where applicable if any reportable amounts until phased compliance with s164 of MFMA achieved

2. s57 of the Systems Act

3. In kind benefits (e.g. provision of living quarters) must be shown as the cost (full market value) to the municipality, as part of the relevant allowance

4. B/A, C/B, D/C, E/C, F/C, G/D, H/D, I/D

5. Must agree to the sub-total appearing on Table A1 (Employee costs)

6. Includes pension payments and employer contributions to medical aid

7. Correct as at 30 June

Column Definitions:

A, B and C. Audited actual as per the audited financial statements. If audited amounts are unavailable, unaudited amounts must be provided with a note stating these are unaudited

D. The original budget approved by council for the budget year.

E. The budget for the budget year as adjusted by council resolution in terms of section 28 of the MFMA.

F. An estimate of final actual amounts (pre audit) for the current year at the point in time of preparing the budget for the budget year. This may differ from E.

G. The amount to be appropriated for the budget year.

H and I. The indicative projection

DC10 Cacadu - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)

Disclosure of Salaries, Allowances & Benefits 1. Rand per annum	Ref	No.	Salary	Contributions 1.	Allowances	Performance Bonuses	In-kind benefits	Total Package 2.
Councillors	3							
Speaker	4		451 000		250 600			701 600
Chief Whip								–
Executive Mayor			563 700		287 700			851 400
Deputy Executive Mayor								–
Executive Committee			2 114 100		1 194 400			3 308 500
Total for all other councillors			1 067 300		964 600			2 031 900
Total Councillors	8	–	**4 196 100**	–	**2 697 300**			**6 893 400**
Senior Managers of the Municipality	5							
Municipal Manager (MM)			903 200	140 500	198 600	71 600		1 313 900
Chief Finance Officer			793 900	131 900	185 400	63 800		1 175 000
Director Infrastructure			908 200	17 000	182 900	63 500		1 171 600
Director Economic Development			739 400	108 600	158 900	57 600		1 064 500
								–
								–
List of each offical with packages >= senior manager								
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
Total Senior Managers of the Municipality	8,10	–	**3 344 700**	**398 000**	**725 800**	**256 500**		**4 725 000**
A Heading for Each Entity	6,7							
List each member of board by designation								
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
Total for municipal entities	8,10	–	–	–	–	–		–
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	10	–	**7 540 800**	**398 000**	**3 423 100**	**256 500**		**11 618 400**

References

1. Pension and medical aid

2. Total package must equal the total cost to the municipality

3. List each political office bearer by designation. Provide a total for all other councillors

4. Political office bearer is defined in MFMA s 1: speaker, executive mayor, deputy executive mayor, member of executive committee, mayor, deputy mayor, member of mayoral committee, the councillor designated to exercise powers and duties of mayor (MSA s 57)

5. Also list each senior manager reporting to MM by designation and each official with package >= senior manager by designation

6. List each entity where municipality has an interest and state percentage ownership and control

7. List each senior manager reporting to the CEO of an Entity by designation

8. Must reconcile to relevant section of Table SA24

9. Must reconcile to totals shown for the budget year of Table SA22

10. Correct as at 30 June

DC10 Cacadu - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers	Ref	2012/13			Current Year 2013/14			Budget Year 2014/15		
Number	1,2	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities										
Councillors (Political Office Bearers plus Other Councillors)		27	–	27	30	–	30	30	–	30
Board Members of municipal entities	4				4	–	4	4	–	4
Municipal employees	5									
Municipal Manager and Senior Managers	3	4	–	4	4	–	4	4	–	4
Other Managers	7	16	–	16	16	–	16	16	–	16
Professionals		12	4	9	16	5	11	16	5	11
Finance		3	1	3	7	4	3	7	4	3
Spatial/town planning										
Information Technology					3	1	2	3	1	2
Roads										
Electricity										
Water										
Sanitation										
Refuse										
Other		9	3	6	6	–	6	6	–	6
Technicians		7	3	4	6	–	6	6	–	6
Finance		5	3	2						
Spatial/town planning		1	–	1	1	–	1	1	–	1
Information Technology		1	–	1						
Roads										
Electricity										
Water										
Sanitation										
Refuse										
Other					5	–	5	5	–	5
Clerks (Clerical and administrative)		26	7	19	56	25	31	56	25	31
Service and sales workers		19	7	12	4	2	2	4	2	2
Skilled agricultural and fishery workers										
Craft and related trades										
Plant and Machine Operators										
Elementary Occupations		11	–	11	–	–	–	–	–	–
TOTAL PERSONNEL NUMBERS	9	122	21	102	136	32	104	136	32	104
% increase					11.5%	52.4%	2.0%	–	–	–
Total municipal employees headcount	6, 10									
Finance personnel headcount	8, 10									
Human Resources personnel headcount	8, 10									

References

1. Positions must be funded and aligned to the municipality's current organisational structure

2. Full Time Equivalent (FTE). E.g. One full time person = 1FTE. A person working half time (say 4 hours out of 8) = 0.5FTE.

3. s57 of the Systems Act

4. Include only in Consolidated Statements

5. Include municipal entity employees in Consolidated Statements

6. Include headcount (number fo persons, Not FTE) of managers and staff only (exclude councillors)

7. Managers who provide the direction of a critical technical function

8. Total number of employees working on these functions

CHAPTER 14

Monthly Targets For Revenue, Expenditure And Cash Flow

DC10 Cacadu - Supporting Table SA25 Consolidated budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2014/15												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue By Source																
Property rates													–	–	–	–
Property rates - penalties & collection charges													–	–	–	–
Service charges - electricity revenue													–	–	–	–
Service charges - water revenue													–	–	–	–
Service charges - sanitation revenue													–	–	–	–
Service charges - refuse revenue													–	–	–	–
Service charges - other													–	–	–	–
Rental of facilities and equipment		100	100	100	100	100	100	100	100	100	100	100	100	1 200	1 275	1 350
Interest earned - external investments		958	958	958	958	958	958	958	958	958	958	958	958	11 500	9 400	7 800
Interest earned - outstanding debtors													–	–	–	–
Dividends received													–	–	–	–
Fines													–	–	–	–
Licences and permits													–	–	–	–
Agency services		3	3	3	3	3	3	3	3	3	3	3	1	30	30	30
Transfers recognised - operational		1 250	33 428	–	2 110	24 370	2 778	–	–	24 370	–	–	4 069	92 375	100 783	102 917
Other revenue		3 065	3 065	3 065	3 065	3 065	3 065	3 065	3 065	3 065	3 065	3 065	14 884	48 603	24 120	20 580
Gains on disposal of PPE													–	–	–	–
Total Revenue (excluding capital transfers and contribution		**5 376**	**37 554**	**4 127**	**6 236**	**28 496**	**6 905**	**4 126**	**4 126**	**28 496**	**4 127**	**4 126**	**20 012**	**153 708**	**135 608**	**132 677**
Expenditure By Type																
Employee related costs		3 940	3 940	3 940	3 940	3 940	3 940	3 940	3 940	3 940	3 940	3 940	2 939	46 278	48 645	51 163
Remuneration of councillors		569	569	569	569	632	569	569	569	569	569	569	570	6 894	7 335	7 804
Debt impairment													–	–	–	–
Depreciation & asset impairment		125	125	125	125	125	125	125	125	125	125	125	125	1 505	1 505	1 505
Finance charges													–	–	–	–
Bulk purchases													–	–	–	–
Other materials													–	–	–	–
Contracted services		353	353	353	353	353	353	353	353	353	353	353	353	4 240	4 380	4 520
Transfers and grants		4 429	3 429	3 429	6 429	429	429	429	429	429	429	429	437	21 156	23 900	24 800
Other expenditure		2 379	2 286	2 189	1 238	6 285	8 033	5 129	5 429	6 274	5 130	5 129	24 134	73 635	49 843	42 885
Loss on disposal of PPE													–	–	–	–
Total Expenditure		**11 796**	**10 703**	**10 606**	**12 655**	**11 765**	**13 450**	**10 546**	**10 846**	**11 691**	**10 547**	**10 546**	**28 558**	**153 708**	**135 608**	**132 677**
Surplus/(Deficit)		(6 420)	26 851	(6 479)	(6 419)	16 732	(6 545)	(6 420)	(6 720)	16 806	(6 420)	(6 420)	(8 547)	–	–	–
Transfers recognised - capital													–	–	–	–
Contributions recognised - capital													–	–	–	–
Contributed assets													–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		(6 420)	26 851	(6 479)	(6 419)	16 732	(6 545)	(6 420)	(6 720)	16 806	(6 420)	(6 420)	(8 547)	–	–	–
Taxation													–	–	–	–
Attributable to minorities													–	–	–	–
Share of surplus/ (deficit) of associate													–	–	–	–
Surplus/(Deficit)	1	(6 420)	26 851	(6 479)	(6 419)	16 732	(6 545)	(6 420)	(6 720)	16 806	(6 420)	(6 420)	(8 547)	–	–	–

References

1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

DC10 Cacadu - Supporting Table SA26 Consolidated budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2014/15												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue by Vote																
Vote 1 - Executive and council		615	934	615	615	615	615	615	615	615	615	615	270	7 354	6 378	6 654
Vote 2 - Finance and Corporate Services		1 173	33 723	1 173	1 173	24 223	1 173	1 173	1 173	24 223	1 173	1 173	2 631	94 184	98 140	98 412
Vote 3 - Planning and Infrastructure development		392	792	392	392	692	392	392	392	692	392	392	791	6 100	5 000	5 000
Vote 4 - Health		135	135	9 000	135	135	135	135	135	135	135	135	295	10 645	5 624	10 074
Vote 5 - Community Services		250	250	250	250	250	250	250	250	250	250	250	450	3 200	–	–
Vote 6 - Housing												590	–	590	–	–
Vote 7 - Public Safety		500	500	3 000	800	800	800	800	800	800	5 000	5 000	1 756	20 556	18 266	10 276
Vote 8 - Sport and Recreation													–	–	–	–
Vote 9 - Waste Management													–	–	–	–
Vote 10 - Roads		650	650	525	650	650	525	650	650	525	650	650	554	7 329	2 200	2 261
Vote 11 - Water		145	145	145	145	145	145	145	145	145	145	145	180	1 775	–	–
Vote 12 - Electricity													–	–	–	–
Vote 13 - Other		150	150	150	150	150	150	150	150	150	150	150	325	1 975	–	–
0													–	–	–	–
0													–	–	–	–
Total Revenue by Vote		**4 010**	**37 279**	**15 250**	**4 310**	**27 660**	**4 185**	**4 310**	**4 310**	**27 535**	**8 510**	**9 100**	**7 252**	**153 708**	**135 608**	**132 677**
Expenditure by Vote to be appropriated																
Vote 1 - Executive and council		2 935	2 935	2 935	2 935	2 935	2 935	2 935	2 935	2 935	2 935	2 935	4 835	37 122	36 916	39 044
Vote 2 - Finance and Corporate Services		3 013	3 013	3 013	3 013	3 013	3 013	3 013	3 013	3 013	3 013	3 013	4 613	37 759	36 557	37 850
Vote 3 - Planning and Infrastructure development		1 320	1 320	1 320	1 320	1 320	1 320	1 320	1 320	1 320	1 320	1 320	887	15 407	14 023	14 290
Vote 4 - Health		200	200	9 000	200	200	200	200	200	200	200	200	440	11 440	12 086	12 742
Vote 5 - Community Services		267	267	267	267	267	267	267	267	267	267	267	67	3 000	2 300	2 400
Vote 6 - Housing		–	–	–	–	200	–	–	–	–	–	590	215	1 005	440	466
Vote 7 - Public Safety		1 280	1 280	3 780	1 580	1 580	1 580	1 580	1 580	1 580	5 780	5 780	884	28 264	26 356	18 791
Vote 8 - Sport and Recreation									300				–	300	300	300
Vote 9 - Waste Management													–	–	–	–
Vote 10 - Roads		595	595	595	595	595	595	595	595	595	595	595	465	7 011	2 232	2 294
Vote 11 - Water		400	400	400	400	400	400	400	400	400	400	400	992	5 392	869	924
Vote 12 - Electricity													–	–	–	–
Vote 13 - Other		419	419	419	419	419	419	419	419	419	419	419	2 395	7 007	3 529	3 578
0													–	–	–	–
0													–	–	–	–
Total Expenditure by Vote		**10 429**	**10 429**	**21 729**	**10 729**	**10 929**	**10 729**	**10 729**	**11 029**	**10 729**	**14 929**	**15 519**	**15 794**	**153 708**	**135 608**	**132 677**
Surplus/(Deficit) before assoc.		**(6 420)**	**26 850**	**(6 480)**	**(6 420)**	**16 731**	**(6 545)**	**(6 420)**	**(6 720)**	**16 806**	**(6 420)**	**(6 420)**	**(8 542)**	**–**	**–**	**–**
Taxation													–	–	–	–
Attributable to minorities													–	–	–	–
Share of surplus/ (deficit) of associate													–	–	–	–
Surplus/(Deficit)	1	**(6 420)**	**26 850**	**(6 480)**	**(6 420)**	**16 731**	**(6 545)**	**(6 420)**	**(6 720)**	**16 806**	**(6 420)**	**(6 420)**	**(8 542)**	**–**	**–**	**–**

References

1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

DC10 Cacadu - Supporting Table SA27 Consolidated budgeted monthly revenue and expenditure (standard classification)

Description R thousand	Ref	Budget Year 2014/15												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue - Standard																
Governance and administration		1 788	34 657	1 788	1 788	24 838	1 788	1 788	1 788	24 838	1 788	1 788	2 897	101 538	104 518	105 066
Executive and council		615	934	615	615	615	615	615	615	615	615	615	270	7 354	6 378	6 654
Budget and treasury office		950	33 500	950	950	24 000	950	950	950	24 000	950	950	2 404	91 504	95 385	95 582
Corporate services		223	223	223	223	223	223	223	223	223	223	223	223	2 680	2 755	2 830
Community and public safety		885	885	12 250	1 185	1 185	1 185	1 185	1 185	1 185	5 385	5 975	2 501	34 991	23 890	20 350
Community and social services		250	250	250	250	250	250	250	250	250	250	250	450	3 200	–	–
Sport and recreation													–	–	–	–
Public safety		500	500	3 000	800	800	800	800	800	800	5 000	5 000	1 756	20 556	18 266	10 276
Housing												590	–	590	–	–
Health		135	135	9 000	135	135	135	135	135	135	135	135	295	10 645	5 624	10 074
Economic and environmental services		1 042	1 442	917	1 042	1 342	917	1 042	1 042	1 217	1 042	1 042	1 345	13 429	7 200	7 261
Planning and development		392	792	392	392	692	392	392	392	692	392	392	791	6 100	5 000	5 000
Road transport		650	650	525	650	650	525	650	650	525	650	650	554	7 329	2 200	2 261
Environmental protection													–	–	–	–
Trading services		145	145	145	145	145	145	145	145	145	145	145	180	1 775	–	–
Electricity													–	–	–	–
Water		145	145	145	145	145	145	145	145	145	145	145	180	1 775	–	–
Waste water management													–	–	–	–
Waste management													–	–	–	–
Other		150	150	150	150	150	150	150	150	150	150	150	325	1 975	–	–
Total Revenue - Standard		4 010	37 279	15 250	4 310	27 660	4 185	4 310	4 310	27 535	8 510	9 100	7 248	153 708	135 608	132 677
Expenditure - Standard																
Governance and administration		5 268	5 268	5 268	5 268	5 268	5 268	5 268	5 268	5 268	5 268	5 268	7 458	65 403	64 407	67 185
Executive and council		2 212	2 212	2 212	2 212	2 212	2 212	2 212	2 212	2 212	2 212	2 212	3 402	27 734	27 849	29 335
Budget and treasury office		1 690	1 690	1 690	1 690	1 690	1 690	1 690	1 690	1 690	1 690	1 690	2 690	21 279	20 326	20 890
Corporate services		1 366	1 366	1 366	1 366	1 366	1 366	1 366	1 366	1 366	1 366	1 366	1 366	16 390	16 232	16 960
Community and public safety		1 747	1 747	13 047	2 047	2 247	2 047	2 047	2 347	2 047	6 247	6 837	1 606	44 009	41 482	34 699
Community and social services		267	267	267	267	267	267	267	267	267	267	267	67	3 000	2 300	2 400
Sport and recreation									300				–	300	300	300
Public safety		1 280	1 280	3 780	1 580	1 580	1 580	1 580	1 580	1 580	5 780	5 780	884	28 264	26 356	18 791
Housing		–	–	–	–	200	–	–	–	–	–	590	215	1 005	440	466
Health		200	200	9 000	200	200	200	200	200	200	200	200	440	11 440	12 086	12 742
Economic and environmental services		2 595	2 595	2 595	2 595	2 595	2 595	2 595	2 595	2 595	2 595	2 595	3 351	31 897	25 321	26 292
Planning and development		2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 886	24 886	23 090	23 998
Road transport		595	595	595	595	595	595	595	595	595	595	595	465	7 011	2 232	2 294
Environmental protection													–	–	–	–
Trading services		400	400	400	400	400	400	400	400	400	400	400	992	5 392	869	924
Electricity													–	–	–	–
Water		400	400	400	400	400	400	400	400	400	400	400	992	5 392	869	924
Waste water management													–	–	–	–
Waste management													–	–	–	–
Other		419	419	419	419	419	419	419	419	419	419	419	2 395	7 007	3 529	3 578
Total Expenditure - Standard		10 429	10 429	21 729	10 729	10 929	10 729	10 729	11 029	10 729	14 929	15 519	15 801	153 708	135 608	132 677
Surplus/(Deficit) before assoc.		(6 419)	26 851	(6 479)	(6 419)	16 732	(6 544)	(6 419)	(6 719)	16 807	(6 419)	(6 419)	(8 553)	–	–	–
Share of surplus/ (deficit) of associate													–	–	–	–
Surplus/(Deficit)	1	(6 419)	26 851	(6 479)	(6 419)	16 732	(6 544)	(6 419)	(6 719)	16 807	(6 419)	(6 419)	(8 553)	–	–	–

References

1. Surplus (Deficit) must reconcile with Budeted Financial Performance

DC10 Cacadu - Supporting Table SA28 Consolidated budgeted monthly capital expenditure (municipal vote)

Description	Ref	Budget Year 2014/15												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
***Multi-year expenditure** to be appropriated*	1	–	–	–	–	–	–	–	–	–	–	10 000	–	10 000	10 000	5 000
Vote 1 - Executive and council													–	–	–	–
Vote 2 - Finance and Corporate Services													–	–	–	–
Vote 3 - Planning and Infrastructure development													–	–	–	–
Vote 4 - Health													–	–	–	–
Vote 5 - Community Services													–	–	–	–
Vote 6 - Housing													–	–	–	–
Vote 7 - Public Safety													–	–	–	–
Vote 8 - Sport and Recreation													–	–	–	–
Vote 9 - Waste Management													–	–	–	–
Vote 10 - Roads													–	–	–	–
Vote 11 - Water													–	–	–	–
Vote 12 - Electricity													–	–	–	–
Vote 13 - Other													–	–	–	–
0													–	–	–	–
0													–	–	–	–
Capital multi-year expenditure sub-total	2	–	–	–	–	–	–	–	–	–	–	10 000	–	10 000	10 000	5 000
***Single-year expenditure** to be appropriated*																
Vote 1 - Executive and council				519									–	519	–	–
Vote 2 - Finance and Corporate Services				400		366	2 000						–	2 766	–	–
Vote 3 - Planning and Infrastructure development				107									–	107	–	–
Vote 4 - Health				211									–	211	–	–
Vote 5 - Community Services													–	–	–	–
Vote 6 - Housing													–	–	–	–
Vote 7 - Public Safety				109									–	109	–	–
Vote 8 - Sport and Recreation													–	–	–	–
Vote 9 - Waste Management													–	–	–	–
Vote 10 - Roads													–	–	–	–
Vote 11 - Water				19									–	19	–	–
Vote 12 - Electricity													–	–	–	–
Vote 13 - Other													–	–	–	–
0													–	–	–	–
0													–	–	–	–
Capital single-year expenditure sub-total	2	–	–	1 365	–	366	2 000	–	–	–	–	–	–	3 731	–	–
Total Capital Expenditure	2	–	–	1 365	–	366	2 000	–	–	–	–	10 000	–	13 731	10 000	5 000

References

1. *Table should be completed as either Multi-Year expenditure appropriation or Budget Year and Forward Year estimates*
2. *Total Capital Expenditure must reconcile to Budgeted Capital Expenditure*

DC10 Cacadu - Supporting Table SA29 Consolidated budgeted monthly capital expenditure (standard classification)

Description	Ref	Budget Year 2014/15												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Capital Expenditure - Standard	1	–	–	622	–	366	2 000	–	–	–	–	10 000	–	12 988	10 000	5 000
Governance and administration		–	–	222	–	–	–	–	–	–	–	10 000	–	10 222	10 000	5 000
Executive and council		–	–	200	–	329	2 000	–	–	–	–	–	–	2 529	–	–
Budget and treasury office		–	–	200	–	37	–	–	–	–	–	–	–	237	–	–
Corporate services		–	–	109	–	–	–	–	–	–	–	–	–	109	–	–
Community and public safety													–	–	–	–
Community and social services													–	–	–	–
Sport and recreation				109						–			–	109	–	–
Public safety													–	–	–	–
Housing													–	–	–	–
Health		–	–	634	–	–	–	–	–	–	–	–	–	634	–	–
Economic and environmental services				634				–					–	634	–	–
Planning and development													–	–	–	–
Road transport													–	–	–	–
Environmental protection		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Trading services													–	–	–	–
Electricity													–	–	–	–
Water													–	–	–	–
Waste water management													–	–	–	–
Waste management													–	–	–	–
Other																
Total Capital Expenditure - Standard	2	–	–	1 365	–	366	2 000	–	–	–	–	10 000	–	13 731	10 000	5 000

DC10 Cacadu - Supporting Table SA30 Consolidated budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2014/15												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Cash Receipts By Source													1		
Property rates												–			
Property rates - penalties & collection charges												–			
Service charges - electricity revenue												–			
Service charges - water revenue												–			
Service charges - sanitation revenue												–			
Service charges - refuse revenue												–			
Service charges - other												–			
Rental of facilities and equipment	100	100	100	100	100	100	100	100	100	100	100	100	1 200	1 275	1 350
Interest earned - external investments	958	958	958	958	958	958	958	958	958	958	958	958	11 500	9 400	7 800
Interest earned - outstanding debtors												–			
Dividends received												–			
Fines												–			
Licences and permits												–			
Agency services	3	3	3	3	3	3	3	3	3	3	3	1	30	30	30
Transfer receipts - operational	1 250	33 428	9 097		24 300				24 300			–	92 375	100 783	102 917
Other revenue	1 699	2 791	5 092	3 249	2 300	3 124	3 249	3 249	2 175	7 449	8 039	6 189	48 603	24 120	20 580
Cash Receipts by Source	4 010	37 279	15 250	4 310	27 660	4 185	4 310	4 310	27 535	8 510	9 100	7 248	153 708	135 608	132 677
Other Cash Flows by Source															
Transfer receipts - capital												–			
Contributions recognised - capital & Contributed assets												–			
Proceeds on disposal of PPE												–			
Short term loans												–			
Borrowing long term/refinancing												–			
Increase (decrease) in consumer deposits												–			
Decrease (Increase) in non-current debtors												–			
Decrease (increase) other non-current receivables												–			
Decrease (increase) in non-current investments												–			
Total Cash Receipts by Source	4 010	37 279	15 250	4 310	27 660	4 185	4 310	4 310	27 535	8 510	9 100	7 248	153 708	135 608	132 677
Cash Payments by Type															
Employee related costs	3 940	3 940	3 940	3 940	3 940	3 940	3 940	3 940	3 940	3 940	3 940	2 939	46 278	48 645	51 163
Remuneration of councillors	569	569	569	569	632	569	569	569	569	569	569	569	6 894	7 335	7 804
Finance charges												–			
Bulk purchases - Electricity												–			
Bulk purchases - Water & Sewer												–			
Other materials												–			
Contracted services	353	353	353	358	353	353	353	353	353	353	353	348	4 240	4 380	4 520
Transfers and grants - other municipalities												–			
Transfers and grants - other	4 429	3 429	9 429	429	429	429	429	429	429	429	429	437	21 156	23 900	24 800
Other expenditure	1 137	2 137	7 437	5 432	5 574	5 437	5 437	5 737	5 437	9 637	10 227	11 507	75 139	51 348	44 390
Cash Payments by Type	10 429	10 429	21 729	10 729	10 929	10 729	10 729	11 029	10 729	14 929	15 519	15 800	153 708	135 608	132 677
Other Cash Flows/Payments by Type															
Capital assets	–	–	1 365	–	366	2 000	–	–	–	–	10 000	–	13 731	10 000	5 000
Repayment of borrowing												–			
Other Cash Flows/Payments												–			
Total Cash Payments by Type	10 429	10 429	23 094	10 729	11 295	12 729	10 729	11 029	10 729	14 929	25 519	15 800	167 439	145 608	137 677
NET INCREASE/(DECREASE) IN CASH HELD	(6 419)	26 851	(7 844)	(6 419)	16 366	(8 544)	(6 419)	(6 719)	16 807	(6 419)	(16 419)	(8 552)	(13 730)	(10 000)	(5 000)
Cash/cash equivalents at the month/year begin:	253 850	247 432	274 282	266 438	260 019	276 385	267 841	261 422	254 703	271 510	265 091	248 672	253 850	240 120	230 120
Cash/cash equivalents at the month/year end:	247 432	274 282	266 438	260 019	276 385	267 841	261 422	254 703	271 510	265 091	248 672	240 120	240 120	230 120	225 119

CHAPTER 15

Annual Budgets & SDBIP: Internal Departments

CHAPTER 15

ANNUAL BUDGETS AND SDBIP – INTERNAL DEPARTMENTS

(For information refer **Annexure "G"**)

CHAPTER 16

Contracts having Future Budgetary Implications

DC10 Cacadu - Supporting Table SA33 Contracts having future budgetary implications

Description	Ref	Preceding Years	Current Year 2013/14	2014/15 Medium Term Revenue & Expenditure Framework			Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Total Contract Value
R thousand	1,3	Total	Original Budget	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Parent Municipality:														
Revenue Obligation By Contract	2													–
Contract 1														–
Contract 2														–
Contract 3 etc														–
Total Operating Revenue Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Expenditure Obligation By Contract	2													–
Contract 1														–
Contract 2														–
Contract 3 etc														–
Total Operating Expenditure Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Capital Expenditure Obligation By Contract	2													–
Contract 1														–
Contract 2														–
Contract 3 etc														–
Total Capital Expenditure Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Total Parent Expenditure Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Entities:														
Revenue Obligation By Contract	2													–
Contract 1														–
Contract 2														–
Contract 3 etc														–
Total Operating Revenue Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Expenditure Obligation By Contract	2													–
Contract 1														–
Contract 2														–
Contract 3 etc														–
Total Operating Expenditure Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Capital Expenditure Obligation By Contract	2													–
Contract 1														–
Contract 2														–
Contract 3 etc														–
Total Capital Expenditure Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Total Entity Expenditure Implication		–	–	–	–	–	–	–	–	–	–	–	–	–

The Municiplaity does not have any contracts with future financial obligations beyond the three years covered by the MTREF

References

1. Total implication for all preceding years to be summed and total stated in 'Preceding Years' column

2. List all contracts with future financial obligations beyond the three years covered by the MTREF (MFMA s33)

CHAPTER 17

Capital Expenditure Details

CHAPTER 17

CAPITAL EXPENDITURE DETAILS

(For more information refer **Annexure "E"**)

Explanatory notes to Table A9 - Asset Management

1. Table A9 provides an overview of municipal capital allocations to building new assets and the renewal of existing assets, as well as spending on repairs and maintenance by asset class.

2. National Treasury has recommended that municipalities should allocate at least 40 per cent of their capital budget to the renewal of existing assets, and allocations to repairs and maintenance should be 8 per cent of PPE. Cacadu District Municipality does not meet these recommendations, because it does not have infrastructural assets.

DC10 Cacadu - Table A9 Consolidated Asset Management

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
CAPITAL EXPENDITURE										
Total New Assets	1	7 103	1 864	3 514	13 030	13 990	3 990	13 731	10 000	5 000
Infrastructure - Road transport		–	–	–	–	–	–	–	–	–
Infrastructure - Electricity		–	–	–	–	–	–	–	–	–
Infrastructure - Water		–	–	–	–	–	–	–	–	–
Infrastructure - Sanitation		–	–	–	–	–	–	–	–	–
Infrastructure - Other		–	–	–	–	–	–	–	–	–
Infrastructure		–	–	–	–	–	–	–	–	–
Community		–	–	–	–	–	–	–	–	–
Heritage assets		–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Other assets	6	7 103	1 864	3 514	13 030	13 990	3 990	13 731	10 000	5 000
Agricultural Assets		–	–	–	–	–	–	–	–	–
Biological assets		–	–	–	–	–	–	–	–	–
Intangibles		–	–	–	–	–	–	–	–	–
Total Renewal of Existing Assets	2	–	–	–	–	–	–	–	–	–
Infrastructure - Road transport		–	–	–	–	–	–	–	–	–
Infrastructure - Electricity		–	–	–	–	–	–	–	–	–
Infrastructure - Water		–	–	–	–	–	–	–	–	–
Infrastructure - Sanitation		–	–	–	–	–	–	–	–	–
Infrastructure - Other		–	–	–	–	–	–	–	–	–
Infrastructure		–	–	–	–	–	–	–	–	–
Community		–	–	–	–	–	–	–	–	–
Heritage assets		–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Other assets	6	–	–	–	–	–	–	–	–	–
Agricultural Assets		–	–	–	–	–	–	–	–	–
Biological assets		–	–	–	–	–	–	–	–	–
Intangibles		–	–	–	–	–	–	–	–	–
Total Capital Expenditure	4									
Infrastructure - Road transport		–	–	–	–	–	–	–	–	–
Infrastructure - Electricity		–	–	–	–	–	–	–	–	–
Infrastructure - Water		–	–	–	–	–	–	–	–	–
Infrastructure - Sanitation		–	–	–	–	–	–	–	–	–
Infrastructure - Other		–	–	–	–	–	–	–	–	–
Infrastructure		–	–	–	–	–	–	–	–	–
Community		–	–	–	–	–	–	–	–	–
Heritage assets		–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Other assets		7 103	1 864	3 514	13 030	13 990	3 990	13 731	10 000	5 000
Agricultural Assets		–	–	–	–	–	–	–	–	–
Biological assets		–	–	–	–	–	–	–	–	–
Intangibles		–	–	–	–	–	–	–	–	–
TOTAL CAPITAL EXPENDITURE - Asset class	2	7 103	1 864	3 514	13 030	13 990	3 990	13 731	10 000	5 000
ASSET REGISTER SUMMARY - PPE (WDV)	5									
Infrastructure - Road transport										
Infrastructure - Electricity										
Infrastructure - Water										
Infrastructure - Sanitation										
Infrastructure - Other										
Infrastructure		–	–	–	–	–	–	–	–	–
Community										
Heritage assets										
Investment properties		14 254	14 526	14 881	14 526	14 526	14 881	14 881	14 881	14 881
Other assets		68 445	33 994	36 689	99 700	99 700	39 196	51 422	59 917	63 412
Agricultural Assets		–	–	–	–	–	–	–	–	–
Biological assets		–	–	–	–	–	–	–	–	–
Intangibles		87	87	87	87	87	87	87	87	87
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	82 785	48 607	51 657	114 313	114 313	54 163	66 389	74 884	78 379
EXPENDITURE OTHER ITEMS										
Depreciation & asset impairment		4 500	1 622	975	2 033	2 033	1 484	1 505	1 505	1 505
Repairs and Maintenance by Asset Class	3	2 455	574	388	991	995	831	1 232	1 232	1 232
Infrastructure - Road transport		–	–	–	–	–	–	–	–	–
Infrastructure - Electricity		–	–	–	–	–	–	–	–	–
Infrastructure - Water		–	–	–	–	–	–	–	–	–
Infrastructure - Sanitation		–	–	–	–	–	–	–	–	–
Infrastructure - Other		–	–	–	–	–	–	–	–	–
Infrastructure		–	–	–	–	–	–	–	–	–
Community		–	–	–	–	–	–	–	–	–
Heritage assets		–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Other assets	6, 7	2 455	574	388	991	995	831	1 232	1 232	1 232
TOTAL EXPENDITURE OTHER ITEMS		6 955	2 196	1 363	3 024	3 028	2 314	2 737	2 737	2 737
Renewal of Existing Assets as % of total capex		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Renewal of Existing Assets as % of deprecn"		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
R&M as a % of PPE		3.6%	1.7%	1.1%	1.0%	1.0%	2.1%	2.4%	2.1%	1.9%
Renewal and R&M as a % of PPE		3.0%	1.0%	1.0%	1.0%	1.0%	2.0%	2.0%	2.0%	2.0%

References

1. Detail of new assets provided in Table SA34a

2. Detail of renewal of existing assets provided in Table SA34b

3. Detail of Repairs and Maintenance by Asset Class provided in Table SA34c

4. Must reconcile to total capital expenditure on Budgeted Capital Expenditure

5. Must reconcile to 'Budgeted Financial Position' (written down value)

6. Donated/contributed and assets funded by finance leases to be allocated to the respective category

DC10 Cacadu - Supporting Table SA34a Consolidated capital expenditure on new assets by asset class

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Capital expenditure on new assets by Asset Class/Sub-class										
Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure - Road transport		–	–	–	–	–	–	–	–	–
Roads, Pavements & Bridges										
Storm water										
Infrastructure - Electricity		–	–	–	–	–	–	–	–	–
Generation										
Transmission & Reticulation										
Street Lighting										
Infrastructure - Water		–	–	–	–	–	–	–	–	–
Dams & Reservoirs										
Water purification										
Reticulation										
Infrastructure - Sanitation		–	–	–	–	–	–	–	–	–
Reticulation										
Sewerage purification										
Infrastructure - Other		–	–	–	–	–	–	–	–	–
Waste Management										
Transportation	2									
Gas										
Other	3									
Community		–	–	–	–	–	–	–	–	–
Parks & gardens										
Sportsfields & stadia										
Swimming pools										
Community halls										
Libraries										
Recreational facilities										
Fire, safety & emergency										
Security and policing										
Buses	7									
Clinics										
Museums & Art Galleries										
Cemeteries										
Social rental housing	8									
Other										
Heritage assets		–	–	–	–	–	–	–	–	–
Buildings										
Other	9									
Investment properties		–	–	–	–	–	–	–	–	–
Housing development										
Other										
Other assets		7 103	1 864	3 514	13 030	13 990	3 990	13 731	10 000	5 000
General vehicles		1 300	532	2 345	500	500	500			
Specialised vehicles	10	250	451	–	–	–	–	–	–	–
Plant & equipment										
Computers - hardware/equipment			–	899						
Furniture and other office equipment		5 553	881	270	2 530	3 490	3 490	3 731		
Abattoirs										
Markets										
Civic Land and Buildings										
Other Buildings			–		10 000	10 000	–	10 000	10 000	5 000
Other Land										
Surplus Assets - (Investment or Inventory)										
Other										
Agricultural assets		–	–	–	–	–	–	–	–	–
List sub-class										
Biological assets		–	–	–	–	–	–	–	–	–
List sub-class										
Intangibles		–	–	–	–	–	–	–	–	–
Computers - software & programming										
Other *(list sub-class)*										
Total Capital Expenditure on new assets	1	7 103	1 864	3 514	13 030	13 990	3 990	13 731	10 000	5 000

Specialised vehicles		250	451	–	–	–	–	–	–	–
Refuse										
Fire										
Conservancy										
Ambulances		250	451							

References

1. Total Capital Expenditure on new assets (SA34a) plus Total Capital Expenditure on renewal of existing assets (SA34b) must reconcile to total capital expenditure in Budgeted Capital Expenditure

2. Airports, Car Parks, Bus Terminals and Taxi Ranks

3. For example - technology backbones (e.g. fibre optic, WIFI infrastructure) for economic development purposes

4. Work-in-progress/under construction to be budgeted under the respective item

5. Infrastructure includes 'land and buildings required' by that infrastructure and vehicles/plant & equipment used by the service generated by that infrastructure

6. Donated/contributed & leased assets to be included within the respective sub-class

DC10 Cacadu - Supporting Table SA34b Consolidated capital expenditure on existing assets by asset class

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Capital expenditure on renewal of existing assets by Asset Class/Sub-class										
Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure - Road transport		-	-	-	-	-	-	-	-	-
Roads, Pavements & Bridges										
Storm water										
Infrastructure - Electricity		-	-	-	-	-	-	-	-	-
Generation										
Transmission & Reticulation										
Street Lighting										
Infrastructure - Water		-	-	-	-	-	-	-	-	-
Dams & Reservoirs										
Water purification										
Reticulation										
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
Reticulation										
Sewerage purification										
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Waste Management										
Transportation	2									
Gas										
Other	3									
Community		-	-	-	-	-	-	-	-	-
Parks & gardens										
Sportsfields & stadia										
Swimming pools										
Community halls										
Libraries										
Recreational facilities										
Fire, safety & emergency										
Security and policing										
Buses	7									
Clinics										
Museums & Art Galleries										
Cemeteries										
Social rental housing	8									
Other										
Heritage assets		-	-	-	-	-	-	-	-	-
Buildings										
Other	9									
Investment properties		-	-	-	-	-	-	-	-	-
Housing development										
Other										
Other assets		-	-	-	-	-	-	-	-	-
General vehicles										
Specialised vehicles	10	-	-	-	-	-	-	-	-	-
Plant & equipment										
Computers - hardware/equipment										
Furniture and other office equipment										
Abattoirs										
Markets										
Civic Land and Buildings										
Other Buildings										
Other Land										
Surplus Assets - (Investment or Inventory)										
Other										
Agricultural assets		-	-	-	-	-	-	-	-	-
List sub-class										
Biological assets		-	-	-	-	-	-	-	-	-
List sub-class										
Intangibles		-	-	-	-	-	-	-	-	-
Computers - software & programming										
Other *(list sub-class)*										
Total Capital Expenditure on renewal of existing assets	1	-	-	-	-	-	-	-	-	-

Specialised vehicles		–	–	–	–	–	–	–	–	–
Refuse										
Fire										
Conservancy										
Ambulances										
Renewal of Existing Assets as % of total capex		*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
Renewal of Existing Assets as % of deprecn"		*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*

References

1. Total Capital Expenditure on renewal of existing assets (SA34b) plus Total Capital Expenditure on new assets (SA34a) must reconcile to total capital expenditure in Budgeted Capital Expenditure

2. Airports, Car Parks, Bus Terminals and Taxi Ranks

3. For example - technology backbones (e.g. fibre optic, WIFI infrastructure) for economic development purposes

4. Work-in-progress/under construction to be budgeted under the respective item

5. Infrastructure includes 'land and buildings required' by that infrastructure and vehicles/plant & equipment used by the service generated by that infrastructure

6. Donated/contributed & leased assets to be included within the respective sub-class

7. Busses used to provide a service to the community

8. Not municipal contributions to the 'top structure' being built using the housing subsidies

9. Statues, art collections, medals etc.

10. Ambulances, fire engines, refuse vehicles - but not vehicles that would normally be classified as 'Plant and equipment'

CHAPTER 18

Legislative Compliance Status

CHAPTER 18

LEGISLATIVE COMPLIANCE STATUS

The promulgation of the Municipal Finance Management Act (The Act) has brought in proficiency and control measures to local government in terms of budgeting, monitoring and accounting on public funds. The Act and budget regulations have had a profound effect on local government operations that required transformation in financial discipline and planning processes. The budget preparation for 2014/2015 complies with these key requirements.

The Act and regulations have created clear reporting standards for local government that conforms to international standards. In addition to providing for improved reporting by local government, the Act stipulates that new accounting and financial standards must be complied with. The Cacadu District Municipality's electronic reporting to National Treasury has also been complied with and has also improved over time. The monthly and quarterly returns to National Treasury have been in most instances submitted on time.

In accordance with the provisions of the Act, Cacadu District Municipality has an approved Supply Chain Management Policy, which was extensively consulted on. The policy is intended to regulate the supply chain management environment within the district. Required resources (human, financial and otherwise) have been allocated to the Supply Chain Management section to enhance capacity.

The reform agenda set out through the Municipal Finance Management Act provides new accounting standards, which includes national standards such as Generally Recognised Accounting Practice (GRAP). The above mentioned accounting practice has been adhered to during the development of the budget.

The Cacadu District Municipality's financial statements were prepared to comply with GRAP.

When preparing the budget, the Cacadu District Municipality has complied with the requirements of the MFMA Budget Regulations and circulars which requires the municipality to draft the budget in a specific format and which specifies the contents of the budget.

CHAPTER 19

Details of Budgets per Department

CHAPTER 19

SUMMARY OF EXPENDITURE BUDGETS PER DEPARTMENT: 2014/15

DEPARTMENT	AMOUNT R'000	%
Infrastructure Development & Planning	68 132	44%
Finance & Corporate Services	43 341	28%
Economic Development	20 832	14%
Office of the Mayor	13 439	9%
Office of the Municipal Manager	7 964	5%
Total	153 708	100%

CHAPTER 20

Municipal Entity Budget Information

DC10 Cacadu - Supporting Table SA31 Aggregated entity budget

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R million		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Financial Performance										
Property rates										
Service charges										
Investment revenue					0	0	0	0	0	0
Transfers recognised - operational					4	5	5	4	4	5
Other own revenue								2	1	1
Contributions recognised - capital & contributed assets										
Total Revenue (excluding capital transfers and contributions)		–	–	–	4	5	5	6	6	6
Employee costs					2	2	1	4	4	4
Remuneration of Board Members								0	0	0
Depreciation & asset impairment								0	0	0
Finance charges										
Materials and bulk purchases										
Transfers and grants										
Other expenditure								2	1	1
Total Expenditure		–	–	–	2	2	1	6	6	6
Surplus/(Deficit)		–	–	–	2	3	4	0	–	–
Capital expenditure & funds sources										
Capital expenditure										
Transfers recognised - operational										
Public contributions & donations										
Borrowing										
Internally generated funds					0	0	0	0	–	–
Total sources		–	–	–	0	0	0	0	–	–
Financial position										
Total current assets					0	0	3	1	1	0
Total non current assets					0	0	0	0	0	0
Total current liabilities					0	0	0	0	0	0
Total non current liabilities										
Equity					0	0	3	1	1	0
Cash flows										
Net cash from (used) operating					0	0	3	(2)	(1)	(1)
Net cash from (used) investing					(0)	(0)	(0)	(0)	–	–
Net cash from (used) financing					–	–	–	–	–	–
Cash/cash equivalents at the year end					0	0	3	1	1	0

Cacadu Development Agency - Table D1 Budget Summary

Description	2010/11	2011/12	2012/13	Current Year 2013/14			Medium Term Revenue and Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Financial Performance									
Property rates	–	–	–	–	–	–	–	–	–
Service charges	–	–	–	–	–	–	–	–	–
Investment revenue	–	–	–	85	85	85	150	130	110
Transfers recognised - operational	–	–	–	–	–	–	–	–	–
Other own revenue	–	–	–	4 000	4 957	4 957	5 700	5 400	5 425
Total Revenue (excluding capital transfers and contributions)	**–**	**–**	**–**	**4 085**	**5 042**	**5 042**	**5 850**	**5 530**	**5 535**
Employee costs	–	–	–	1 788	1 945	1 179	3 643	3 861	4 093
Remuneration of Board Members	–	–	–	141	141	92	155	156	156
Depreciation and debt impairment	–	–	–	–	–	–	–	–	–
Finance charges	–	–	–	–	–	–	–	–	–
Materials and bulk purchases	–	–	–	–	–	–	–	–	–
Transfers and grants	–	–	–	–	–	–	–	–	–
Other expenditure	–	–	–	2 081	2 866	913	1 907	1 513	1 286
Total Expenditure	**–**	**–**	**–**	**4 010**	**4 952**	**2 184**	**5 705**	**5 530**	**5 535**
Surplus/(Deficit)	**–**	**–**	**–**	**75**	**90**	**2 858**	**145**	**–**	**–**
Transfers recognised - capital	–	–	–	–	–	–	–	–	–
Contributions recognised - capital & contributed assets	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	**–**	**–**	**–**	**75**	**90**	**2 858**	**145**	**–**	**–**
Taxation	–	–	–	–	–	–	–	–	–
Surplus/ (Deficit) for the year	**–**	**–**	**–**	**75**	**90**	**2 858**	**145**	**–**	**–**
Capital expenditure & funds sources									
Capital expenditure	**–**	**–**	**–**	**75**	**75**	**75**	**145**	**–**	**–**
Transfers recognised - capital	–	–	–	75	75	75	145	–	–
Public contributions & donations	–	–	–	–	–	–	–	–	–
Borrowing	–	–	–	–	–	–	–	–	–
Internally generated funds	–	–	–	–	–	–	–	–	–
Total sources of capital funds	**–**	**–**	**–**	**75**	**75**	**75**	**145**	**–**	**–**
Financial position									
Total current assets	–	–	–	150	150	2 858	1 158	658	135
Total non current assets	–	–	–	150	150	150	270	240	210
Total current liabilities	–	–	–	60	60	60	60	55	50
Total non current liabilities	–	–	–	–	–	–	–	–	–
Community wealth/Equity	–	–	–	240	240	2 948	1 368	843	295
Cash flows									
Net cash from (used) operating	–	–	–	225	225	3 023	(1 645)	(500)	(523)
Net cash from (used) investing	–	–	–	(75)	(75)	(75)	(145)	–	–
Net cash from (used) financing	–	–	–	–	–	–	–	–	–
Cash/cash equivalents at the year end	**–**	**–**	**–**	**150**	**150**	**2 948**	**1 158**	**658**	**135**

Cacadu Development Agency - Table D2 Budgeted Financial Performance (revenue and expenditure)

Description	2010/11	2011/12	2012/13	Current Year 2013/14			Medium Term Revenue and Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue by Source									
Property rates	–	–	–	–	–	–	–	–	–
Property rates - penalties & collection charges	–	–	–	–	–	–	–	–	–
Service charges - electricity revenue	–	–	–	–	–	–	–	–	–
Service charges - water revenue	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	–	–	–	–	–	–	–	–	–
Service charges - other	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment	–	–	–	–	–	–	–	–	–
Interest earned - external investments	–	–	–	85	85	85	150	130	110
Interest earned - outstanding debtors	–	–	–	–	–	–	–	–	–
Dividends received	–	–	–	–	–	–	–	–	–
Fines	–	–	–	–	–	–	–	–	–
Licences and permits	–	–	–	–	–	–	–	–	–
Agency services	–	–	–	–	–	–	–	–	–
Transfers recognised - operational	–	–	–	–	–	–	–	–	–
Other revenue	–	–	–	4 000	4 957	4 957	4 000	4 400	4 800
Gains on disposal of PPE	–	–	–	–	–	–	1 700	1 000	625
Total Revenue (excluding capital transfers and contributions)	–	–	–	**4 085**	**5 042**	**5 042**	**5 850**	**5 530**	**5 535**
Expenditure By Type									
Employee related costs	–	–	–	1 788	1 945	1 179	3 643	3 861	4 093
Remuneration of Directors	–	–	–	141	141	92	155	156	156
Debt impairment	–	–	–	–	–	–	–	–	–
Collection costs	–	–	–	–	–	–	–	–	–
Depreciation & asset impairment	–	–	–	25	25	25	25	25	25
Finance charges	–	–	–	–	–	–	–	–	–
Bulk purchases	–	–	–	–	–	–	–	–	–
Other materials	–	–	–	–	–	–	–	–	–
Contracted services	–	–	–	–	–	–	–	–	–
Transfers and grants	–	–	–	–	–	–	–	–	–
Other expenditure	–	–	–	2 056	2 841	888	1 882	1 488	1 261
Loss on disposal of PPE	–	–	–	–	–	–	–	–	–
Total Expenditure	–	–	–	**4 010**	**4 952**	**2 184**	**5 705**	**5 530**	**5 535**
Surplus/(Deficit)	–	–	–	75	90	2 858	145	–	–
Transfers recognised - capital	–	–	–	–	–	–	–	–	–
Contributions recognised - capital	–	–	–	–	–	–	–	–	–
Contributions of PPE	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	–	–	–	75	90	2 858	145	–	–
Taxation	–	–	–	–	–	–	–	–	–
Surplus/ (Deficit) for the year	–	–	–	**75**	**90**	**2 858**	**145**	–	–

Cacadu Development Agency - Table D3 Capital Budget by vote and funding

Vote Description	2010/11	2011/12	2012/13	Current Year 2013/14			Medium Term Revenue and Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Multi-Year expenditure									
Insert programme/projects description									
Capital multi-year expenditure sub-total	–	–	–	–	–	–	–	–	–
Single Year expenditure									
Insert single year budgets and indicative estimates									
Computer equipment	–	–	–	45	45	45	50	–	–
Computer software	–	–	–	20	20	20	25	–	–
Furniture and fittings	–	–	–	10	10	10	50	–	–
Office Equipment	–	–	–	–	–	–	20		
Capital single-year expenditure sub-total	–	–	–	75	75	75	145	–	–
Total Capital Expenditure	–	–	–	75	75	75	145	–	–
Funded by:									
National Government									
Provincial Government									
Parent Municipality	–	–	–	75	75	75	145	–	–
District Municipality									
Transfers recognised - capital	–	–	–	75	75	75	145	–	–
Public contributions & donations									
Borrowing									
Internally generated funds									
Total Capital Funding	–	–	–	75	75	75	145	–	–

Cacadu Development Agency - Table D4 Budgeted Financial Position

Description	2010/11	2011/12	2012/13	Current Year 2013/14			Medium Term Revenue and Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
ASSETS									
Current assets									
Cash	–	–	–	150	150	2 858	1 158	658	135
Call investment deposits	–	–	–	–	–	–	–	–	–
Consumer debtors	–	–	–	–	–	–	–	–	–
Other debtors	–	–	–	–	–	–	–	–	–
Current portion of long-term receivables	–	–	–	–	–	–	–	–	–
Inventory	–	–	–	–	–	–	–	–	–
Total current assets	–	–	–	150	150	2 858	1 158	658	135
Non current assets									
Long-term receivables	–	–	–	–	–	–	–	–	–
Investments	–	–	–	–	–	–	–	–	–
Investment property	–	–	–	–	–	–	–	–	–
Property, plant and equipment	–	–	–	130	130	130	250	225	200
Agricultural assets	–	–	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–	–	–
Intangible assets	–	–	–	20	20	20	20	15	10
Total non current assets	–	–	–	150	150	150	270	240	210
TOTAL ASSETS	–	–	–	300	300	3 008	1 428	898	345
LIABILITIES									
Current liabilities									
Bank overdraft	–	–	–	–	–	–	–	–	–
Borrowing	–	–	–	–	–	–	–	–	–
Consumer deposits	–	–	–	–	–	–	–	–	–
Trade and other payables	–	–	–	60	60	60	60	55	50
Provisions	–	–	–	–	–	–	–	–	–
Total current liabilities	–	–	–	60	60	60	60	55	50
Non current liabilities									
Borrowing	–	–	–	–	–	–	–	–	–
Provisions	–	–	–	–	–	–	–	–	–
Total non current liabilities	–	–	–	–	–	–	–	–	–
TOTAL LIABILITIES	–	–	–	60	60	60	60	55	50
NET ASSETS	–	–	–	240	240	2 948	1 368	843	295
COMMUNITY WEALTH/EQUITY									
Accumulated Surplus/(Deficit)	–	–	–	240	240	2 948	1 368	843	295
Reserves	–	–	–	–	–	–	–	–	–
Share capital	–	–	–	–	–	–	–	–	–
TOTAL COMMUNITY WEALTH/EQUITY	–	–	–	240	240	2 948	1 368	843	295

Cacadu Development Agency - Table D5 Budgeted Cash Flow

Description	2010/11	2011/12	2012/13	Current Year 2013/14			Medium Term Revenue and Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
CASH FLOW FROM OPERATING ACTIVITIES									
Receipts									
Ratepayers and other	–	–	–	–	–	–	–	–	–
Government - operating	–	–	–	3 925	4 957	4 957	4 000	4 400	4 800
Government - capital	–	–	–	75	75	75	–	–	–
Interest	–	–	–	85	85	85	150	130	110
Dividends	–	–	–	–	–	–	–	–	–
Payments									
Suppliers and employees	–	–	–	(3 860)	(4 892)	(2 094)	(5 795)	(5 030)	(5 433)
Finance charges	–	–	–	–	–	–	–	–	–
Dividends paid	–	–	–	–	–	–	–	–	–
Transfers and Grants	–	–	–	–	–	–	–	–	–
NET CASH FROM/(USED) OPERATING ACTIVITIES	**–**	**–**	**–**	**225**	**225**	**3 023**	**(1 645)**	**(500)**	**(523)**
CASH FLOWS FROM INVESTING ACTIVITIES									
Receipts									
Proceeds on disposal of PPE	–	–	–	–	–	–	–	–	–
Decrease (Increase) in non-current debtors	–	–	–	–	–	–	–	–	–
Decrease (increase) other non-current receivables	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current investments	–	–	–	–	–	–	–	–	–
Payments									
Capital assets	–	–	–	(75)	(75)	(75)	(145)	–	–
NET CASH FROM/(USED) INVESTING ACTIVITIES	**–**	**–**	**–**	**(75)**	**(75)**	**(75)**	**(145)**	**–**	**–**
CASH FLOWS FROM FINANCING ACTIVITIES									
Receipts									
Short term loans	–	–	–	–	–	–	–	–	–
Borrowing long term/refinancing	–	–	–	–	–	–	–	–	–
Increase (decrease) in consumer deposits	–	–	–	–	–	–	–	–	–
Payments									
Repayment of borrowing	–	–	–	–	–	–	–	–	–
NET CASH FROM/(USED) FINANCING ACTIVITIES	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
NET INCREASE/ (DECREASE) IN CASH HELD	**–**	**–**	**–**	**150**	**150**	**2 948**	**(1 790)**	**(500)**	**(523)**
Cash/cash equivalents at the year begin:	–	–	–	–	–	–	**2 948**	**1 158**	**658**
Cash/cash equivalents at the year end:	–	–	–	**150**	**150**	**2 948**	**1 158**	**658**	**135**

Cacadu Development Agency - Supporting Table SD1 Measurable performance targets

Performance target description	Unit of measurement	2010/11	2011/12	2012/13	Current Year 2013/14			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Refer to Performance Objectives										

Cacadu Development Agency - Supporting Table SD2 Financial and non-financial indicators

Description of indicator	Basis of calculation	2010/11	2011/12	2012/13	Current Year 2013/14			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Borrowing Management										
Borrowing to Asset Ratio	Total Long-term Borrowing/ Total Assets	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital Charges to Operating Expenditure	Finance charges & Depreciation / Operating Expenditure	0%	0%	0%	0%	0%	0%	0%	0%	0%
Borrowed funding of capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Safety of Capital										
Debt to Equity	Loans, Accounts Payable, Overdraft & Tax Provision / Funds & Reserves	0.0%	0.0%	0.0%	25.0%	25.0%	2.0%	4.4%	6.5%	16.9%
Gearing	Long Term Borrowing / Funds & Reserves	0%	0%	0%	0%	0%	0%	0%	0%	0%
Liquidity										
Current Ratio	Current assets / current liabilities	0.00	0.00	0.00	2.50	2.50	47.63	19.30	11.96	2.70
Current Ratio adjusted for debtors	Current assets/current liabilities less debtors > 90 days	0.00	0.00	0.00	2.50	2.50	47.63	19.30	11.96	2.70
Liquidity Ratio	Monetary Assets / Current Liabilities	0.00	0.00	0.00	2.50	2.50	47.63	19.30	11.96	2.70
Revenue Management										
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts / Last 12 Mths Billing		0%	0%	0%	0%	0%	0%	0%	0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	0%	0%	0%	0%	0%	0%	0%	0%	0%
Longstanding Debtors Reduction Due To Recovery	Debtors > 12 Mths Recovered / Total Debtors > 12 Months Old									
Creditors Management										
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA s 65(e))									
Funding of Provisions										
Percentage Of Provisions Not Funded	Unfunded Provisions/Total Provisions									
Other Indicators										
Electricity Distribution Losses	% Volume (Total units purchased + generated less total units sold)/Total units purchased + generated									
Water Distribution Losses	% Volume (Total units purchased + own source less total units sold)/Total units purchased + own source									
Employee costs	Employee costs/Total Revenue - capital revenue	0.0%	0.0%	0.0%	44%	39%	23%	62%	70%	74%
Repairs & Maintenance	R&M/Total Revenue - capital revenue	0.0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%
Interest & Depreciation	I&D/Total Revenue - capital revenue	0.0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%
Financial viability indicators										
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	-	-	-	-	-	-	-	-	-
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	0%	-	-	0.1	0.1	2.2	0.3	0.2	0.0

Cacadu Development Agency - Supporting Table SD3 Budgeted Investment Portfolio

Investments by maturity Name of institution & investment ID R thousands	Period of investment Months	Type of investment	Expiry date of investment	Market value Begin	Market value End	Interest Fully accrued	Interest Yield %
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				-	-	-	

Cacadu Development Agency - Supporting Table SD4 Board member allowances and staff benefits

Summary of Employee and Board Member remuneration	2010/11	2011/12	2012/13	Current Year 2013/14			Medium Term Revenue and Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousands	A	B	C	D	E	F	G	H	I
Remuneration									
Board Members of Entities									
Basic Salaries	–	–	–	–	–	–	–	–	–
Pension Contributions	–	–	–	–	–	–	–	–	–
Medical Aid Contributions	–	–	–	–	–	–	–	–	–
Motor vehicle allowance	–	–	–	–	–	–	–	–	–
Cell phone allowance	–	–	–	–	–	–	–	–	–
Housing allowance	–	–	–	–	–	–	–	–	–
Other benefits and allowances	–	–	–	–	–	–	–	–	–
In-kind benefits	–	–	–	–	–	–	–	–	–
Board Fees	–	–	–	141	141	92	155	156	156
Sub Total - Board Members of Entities	–	–	–	141	141	92	155	156	156
% increase				#DIV/0!	#DIV/0!	#DIV/0!	0	0	0.0%
Senior Managers of Entities									
Basic Salaries	–	–	–	1 080	1 216	900	954	1 011	1 072
Pension Contributions	–	–	–	–	–	–	–	–	–
Medical Aid Contributions	–	–	–	–	–	–	–	–	–
Motor vehicle allowance	–	–	–	–	–	–	–	–	–
Cell phone allowance	–	–	–	–	–	–	–	–	–
Housing allowance	–	–	–	–	–	–	–	–	–
Performance Bonus	–	–	–	–	–	–	–	–	–
Other benefits or allowances	–	–	–	61	61	26	12	12	13
In-kind benefits	–	–	–	–	–	–	–	–	–
Sub Total - Senior Managers of Entities	–	–	–	1 141	1 277	926	966	1 023	1 085
% increase				#DIV/0!	#DIV/0!	#DIV/0!	0	0	6.0%
Other Staff of Entities									
Basic Salaries	–	–	–	585	491	195	2 363	2 514	2 675
Pension Contributions	–	–	–	–	–	–	–	–	–
Medical Aid Contributions	–	–	–	–	–	–	–	–	–
Motor vehicle allowance	–	–	–	–	–	–	–	–	–
Cell phone allowance	–	–	–	–	–	–	–	–	–
Housing allowance	–	–	–	–	–	–	–	–	–
Overtime	–	–	–	–	–	–	–	–	–
Performance Bonus	–	–	–	–	–	–	130	138	146
Other benefits or allowances	–	–	–	62	115	58	29	30	32
In-kind benefits	–	–	–	–	–	–	–	–	–
Sub Total - Other Staff of Entities	–	–	–	647	606	253	2 522	2 682	2 853
% increase				#DIV/0!	#DIV/0!	#DIV/0!	0	0	6.4%
Total Municipal Entities remuneration	–	–	–	1 929	2 024	1 271	3 643	3 861	4 093

Cacadu Development Agency - Supporting Table SD5 Summary of personnel numbers

Summary of Personnel Numbers	2012/13			Current Year 2013/14			Budget Year 2014/15		
Number	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities									
Councillors (Political Office Bearers plus Other Councillors)	–	–	–	–	–	–	–	–	–
Board Members of municipal entities	–	–	–	4	–	4	5	–	5
Municipal entity employees									
CEO and Senior Managers	–	–	–	1	–	1	1	–	1
Other Managers	–	–	–	–	–	–	3	–	3
Professionals	–	–	–	–	–	–	–	–	–
Finance	–	–	–	–	–	–	–	–	–
Spatial/town planning	–	–	–	–	–	–	–	–	–
Information Technology	–	–	–	–	–	–	–	–	–
Roads	–	–	–	–	–	–	–	–	–
Electricity	–	–	–	–	–	–	–	–	–
Water	–	–	–	–	–	–	–	–	–
Sanitation	–	–	–	–	–	–	–	–	–
Refuse	–	–	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–	–	–
Technicians	–	–	–	–	–	–	–	–	–
Finance	–	–	–	–	–	–	–	–	–
Spatial/town planning	–	–	–	–	–	–	–	–	–
Information Technology	–	–	–	–	–	–	–	–	–
Roads	–	–	–	–	–	–	–	–	–
Electricity	–	–	–	–	–	–	–	–	–
Water	–	–	–	–	–	–	–	–	–
Sanitation	–	–	–	–	–	–	–	–	–
Refuse	–	–	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	1	–	1
Clerks (Clerical and administrative)	–	–	–	–	–	–	–	–	–
Service and sales workers	–	–	–	–	–	–	–	–	–
Skilled agricultural and fishery workers	–	–	–	–	–	–	–	–	–
Craft and related trades	–	–	–	–	–	–	–	–	–
Plant and Machine Operators	–	–	–	–	–	–	–	–	–
Elementary Occupations	–	–	–	–	–	–	–	–	–
Total Personnel Numbers	–	–	–	5	–	5	10	–	10
% increase		–	–	–	–	–	100.0%	(100.0%)	–
Total entity employees headcount									
Finance personnel headcount									
Human Resources personnel headcount									

Cacadu Development Agency - Supporting Table SD6 Budgeted monthly cash and revenue/expenditure

Description	Budget Year 2014/15												Medium Term Revenue and Expenditure Framework		
R thousands	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue By Source															
Service charges	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other revenue	4 000	23	21	18	16	14	11	9	7	5	1	26	4 150	4 530	4 910
Gains on disposal of PPE	–	–	–	–	–	–	290	283	283	283	283	278	1 700	1 000	625
Total Revenue	4 000	23	21	18	16	14	301	292	290	288	284	304	5 850	5 530	5 535
Expenditure By Type															
Employee related costs	303	303	303	303	303	303	303	303	303	303	303	310	3 643	3 861	4 093
Remuneration of Board Members	26		26		26		26		26	–	26	0	155	156	156
Debt impairment	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Collection costs	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Depreciation & asset impairment	2	2	2	2	2	2	2	2	2	2	2	3	25	25	25
Finance charges	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Bulk purchases	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other materials	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Contracted services	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and grants	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other expenditure	156	156	156	156	156	156	156	156	156	156	156	166	1 882	1 488	1 261
Loss on disposal of PPE	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Expenditure	487	461	487	461	487	461	487	461	487	461	487	479	5 705	5 530	5 535
Capital expenditure															
Capital assets	–	145	–	–	–	–	–	–	–	–	–	–	145	–	–
Total capital expenditure	–	145	–	–	–	–	–	–	–	–	–	–	145	–	–
Cash flow															
Ratepayers and other	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Grants	4 000	–	–	–	–	–	–	–	–	–	–	–	4 000	4 400	4 800
Interest	25	23	21	18	16	14	11	9	7	5	1	2	150	130	110
Suppliers, employees and other	(482)	(482)	(482)	(482)	(482)	(482)	(482)	(482)	(482)	(483)	(482)	(494)	(5 795)	(5 030)	(5 433)
Finance charges	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Dividends paid	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
NET CASH FROM/(USED) OPERATING ACTIVITIES	3 543	(459)	(461)	(464)	(466)	(468)	(471)	(473)	(475)	(478)	(481)	(492)	(1 645)	(500)	(523)
Decrease (increase) other non-current receivables	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current investments	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proceeds on disposal of PPE	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Capital assets	–	(145)	–	–	–	–	–	–	–	–	–	–	(145)	–	–
NET CASH FROM/(USED) INVESTING ACTIVITIES	–	(145)	–	–	–	–	–	–	–	–	–	–	(145)	–	–
Borrowing long term/refinancing/short term	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Repayment of borrowing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Increase in consumer deposits	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
NET CASH FROM/(USED) FINANCING ACTIVITIES	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
NET INCREASE/ (DECREASE) IN CASH HELD	3 543	(604)	(461)	(464)	(466)	(468)	(471)	(473)	(475)	(478)	(481)	(492)	(1 790)	(500)	(523)

Cacadu Development Agency - Supporting Table SD7a Capital expenditure on new assets by asset class

Description	2010/11	2011/12	2012/13	Current Year 2013/14			Medium Term Revenue and Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Capital expenditure on new assets by asset category									
Infrastructure	–	–	–	–	–	–	–	–	–
Infrastructure - Road transport	–	–	–	–	–	–	–	–	–
Roads, Pavements & Bridges	–	–	–	–	–	–	–	–	–
Storm water	–	–	–	–	–	–	–	–	–
Infrastructure - Electricity	–	–	–	–	–	–	–	–	–
Generation	–	–	–	–	–	–	–	–	–
Transmission & Reticulation	–	–	–	–	–	–	–	–	–
Street Lighting	–	–	–	–	–	–	–	–	–
Infrastructure - Water	–	–	–	–	–	–	–	–	–
Dams & Reservoirs	–	–	–	–	–	–	–	–	–
Water purification	–	–	–	–	–	–	–	–	–
Reticulation	–	–	–	–	–	–	–	–	–
Infrastructure - Sanitation	–	–	–	–	–	–	–	–	–
Reticulation	–	–	–	–	–	–	–	–	–
Sewerage purification	–	–	–	–	–	–	–	–	–
Infrastructure - Other	–	–	–	–	–	–	–	–	–
Waste Management	–	–	–	–	–	–	–	–	–
Transportation	–	–	–	–	–	–	–	–	–
Gas	–	–	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–	–	–
Community	–	–	–	–	–	–	–	–	–
Parks & gardens	–	–	–	–	–	–	–	–	–
Sportsfields & stadia	–	–	–	–	–	–	–	–	–
Swimming pools	–	–	–	–	–	–	–	–	–
Community halls	–	–	–	–	–	–	–	–	–
Libraries	–	–	–	–	–	–	–	–	–
Recreational facilities	–	–	–	–	–	–	–	–	–
Fire, safety & emergency	–	–	–	–	–	–	–	–	–
Security and policing	–	–	–	–	–	–	–	–	–
Buses	–	–	–	–	–	–	–	–	–
Clinics	–	–	–	–	–	–	–	–	–
Museums & Art Galleries	–	–	–	–	–	–	–	–	–
Cemeteries	–	–	–	–	–	–	–	–	–
Social rental housing	–	–	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–	–	–
Heritage assets	–	–	–	–	–	–	–	–	–
Buildings	–	–	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–	–	–
Investment properties	–	–	–	–	–	–	–	–	–
Housing development	–	–	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–	–	–
Other assets	–	–	–	55	55	55	120	–	–
General vehicles	–	–	–	–	–	–	–	–	–
Specialised vehicles	–	–	–	–	–	–	–	–	–
Plant & equipment	–	–	–	–	–	–	–	–	–
Computers - hardware/equipment	–	–	–	45	45	45	50	–	–
Furniture and other office equipment	–	–	–	10	10	10	70	–	–
Abattoirs	–	–	–	–	–	–	–	–	–
Markets	–	–	–	–	–	–	–	–	–
Civic Land and Buildings	–	–	–	–	–	–	–	–	–
Other Buildings	–	–	–	–	–	–	–	–	–
Other Land	–	–	–	–	–	–	–	–	–
Surplus Assets - (Investment or Inventory)	–	–	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–	–	–
Agricultural assets	–	–	–	–	–	–	–	–	–
List sub-class									
Biological assets	–	–	–	–	–	–	–	–	–
List sub-class									
Intangibles	–	–	–	20	20	20	25	–	–
Computers - software & programming	–	–	–	20	20	20	25	–	–
Other *(list sub-class)*									
Total capital expenditure on new assets	–	–	–	75	75	75	145	–	–

Cacadu Development Agency - Supporting Table SD7b Capital expenditure on renewal of existing assets by asset class

Description	2010/11	2011/12	2012/13	Current Year 2013/14			Medium Term Revenue and Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Capital expenditure on renewal of existing assets by asset category									
Infrastructure	-	-	-	-	-	-	-	-	-
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Roads, Pavements & Bridges	-	-	-	-	-	-	-	-	-
Storm water	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Generation	-	-	-	-	-	-	-	-	-
Transmission & Reticulation	-	-	-	-	-	-	-	-	-
Street Lighting	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	-	-	-	-	-	-	-
Dams & Reservoirs	-	-	-	-	-	-	-	-	-
Water purification	-	-	-	-	-	-	-	-	-
Reticulation	-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Reticulation	-	-	-	-	-	-	-	-	-
Sewerage purification	-	-	-	-	-	-	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Waste Management	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
Gas	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Community	-	-	-	-	-	-	-	-	-
Parks & gardens	-	-	-	-	-	-	-	-	-
Sportsfields & stadia	-	-	-	-	-	-	-	-	-
Swimming pools	-	-	-	-	-	-	-	-	-
Community halls	-	-	-	-	-	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-
Recreational facilities	-	-	-	-	-	-	-	-	-
Fire, safety & emergency	-	-	-	-	-	-	-	-	-
Security and policing	-	-	-	-	-	-	-	-	-
Buses	-	-	-	-	-	-	-	-	-
Clinics	-	-	-	-	-	-	-	-	-
Museums & Art Galleries	-	-	-	-	-	-	-	-	-
Cemeteries	-	-	-	-	-	-	-	-	-
Social rental housing	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Housing development	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Other assets	-	-	-	-	-	-	-	-	-
General vehicles	-	-	-	-	-	-	-	-	-
Specialised vehicles	-	-	-	-	-	-	-	-	-
Plant & equipment	-	-	-	-	-	-	-	-	-
Computers - hardware/equipment	-	-	-	-	-	-	-	-	-
Furniture and other office equipment	-	-	-	-	-	-	-	-	-
Abattoirs	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
Civic Land and Buildings	-	-	-	-	-	-	-	-	-
Other Buildings	-	-	-	-	-	-	-	-	-
Other Land	-	-	-	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Agricultural assets	-	-	-	-	-	-	-	-	-
List sub-class									
Biological assets	-	-	-	-	-	-	-	-	-
List sub-class									
Intangibles	-	-	-	-	-	-	-	-	-
Computers - software & programming	-	-	-	-	-	-	-	-	-
Other *(list sub-class)*									
Total capital expenditure on renewal of existing assets	-	-	-	-	-	-	-	-	-

Specialised vehicles	-	-	-	-	-	-	-	-	-
Refuse									
Fire									
Conservancy									
Ambulances									

Cacadu Development Agency - Supporting Table SD7c Expenditure on repairs and maintenance by asset class

Description	2010/11	2011/12	2012/13	Current Year 2013/14			Medium Term Revenue and Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Expenditure on repairs and maintenance by asset category									
Infrastructure	–	–	–	–	–	–	–	–	–
Infrastructure - Road transport	–	–	–	–	–	–	–	–	–
Roads, Pavements & Bridges	–	–	–	–	–	–	–	–	–
Storm water	–	–	–	–	–	–	–	–	–
Infrastructure - Electricity	–	–	–	–	–	–	–	–	–
Generation	–	–	–	–	–	–	–	–	–
Transmission & Reticulation	–	–	–	–	–	–	–	–	–
Street Lighting	–	–	–	–	–	–	–	–	–
Infrastructure - Water	–	–	–	–	–	–	–	–	–
Dams & Reservoirs	–	–	–	–	–	–	–	–	–
Water purification	–	–	–	–	–	–	–	–	–
Reticulation	–	–	–	–	–	–	–	–	–
Infrastructure - Sanitation	–	–	–	–	–	–	–	–	–
Reticulation	–	–	–	–	–	–	–	–	–
Sewerage purification	–	–	–	–	–	–	–	–	–
Infrastructure - Other	–	–	–	–	–	–	–	–	–
Waste Management	–	–	–	–	–	–	–	–	–
Transportation	–	–	–	–	–	–	–	–	–
Gas	–	–	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–	–	–
Community	–	–	–	–	–	–	–	–	–
Parks & gardens	–	–	–	–	–	–	–	–	–
Sportsfields & stadia	–	–	–	–	–	–	–	–	–
Swimming pools	–	–	–	–	–	–	–	–	–
Community halls	–	–	–	–	–	–	–	–	–
Libraries	–	–	–	–	–	–	–	–	–
Recreational facilities	–	–	–	–	–	–	–	–	–
Fire, safety & emergency	–	–	–	–	–	–	–	–	–
Security and policing	–	–	–	–	–	–	–	–	–
Buses	–	–	–	–	–	–	–	–	–
Clinics	–	–	–	–	–	–	–	–	–
Museums & Art Galleries	–	–	–	–	–	–	–	–	–
Cemeteries	–	–	–	–	–	–	–	–	–
Social rental housing	–	–	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–	–	–
Heritage assets	–	–	–	–	–	–	–	–	–
Buildings	–	–	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–	–	–
Investment properties	–	–	–	–	–	–	–	–	–
Housing development	–	–	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–	–	–
Other assets	–	–	–	23	23	5	25	26	27
General vehicles	–	–	–	–	–	–	–	–	–
Specialised vehicles	–	–	–	–	–	–	–	–	–
Plant & equipment	–	–	–	–	–	–	–	–	–
Computers - hardware/equipment	–	–	–	20	20	5	22	23	24
Furniture and other office equipment				3	3		3	3	3
Abattoirs	–	–	–	–	–	–	–	–	–
Markets	–	–	–	–	–	–	–	–	–
Civic Land and Buildings	–	–	–	–	–	–	–	–	–
Other Buildings	–	–	–	–	–	–	–	–	–
Other Land	–	–	–	–	–	–	–	–	–
Surplus Assets - (Investment or Inventory)	–	–	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–	–	–
Agricultural assets	–	–	–	–	–	–	–	–	–
List sub-class									
Biological assets	–	–	–	–	–	–	–	–	–
List sub-class									
Intangibles	–	–	–	–	–	–	–	–	–
Computers - software & programming							–	–	–
Other *(list sub-class)*									
Total expenditure on repairs and maintenance	–	–	–	23	23	5	25	26	27

Specialised vehicles	–	–	–	–	–	–	–	–	–
Refuse	–	–	–	–	–	–	–	–	–
Fire	–	–	–	–	–	–	–	–	–
Conservancy	–	–	–	–	–	–	–	–	–
Ambulances	–	–	–	–	–	–	–	–	–

Cacadu Development Agency - Supporting Table SD8 Future financial implications of the capital expenditure budget

Vote Description	Medium Term Revenue and Expenditure Framework			Forecasts			
R thousands	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Present value
Capital expenditure							
List program summary							
Total capital expenditure	–	–	–	–	–	–	–
Future operational costs by vote							
Summarise future operational costs by program							
Total future operational costs	–	–	–	–	–	–	–
Future revenue by source							
Summarise future revenue implications by revenue source							
Total future revenue	–	–	–	–	–	–	–
Net Financial Implications	–	–	–	–	–	–	–

Cacadu Development Agency - Supporting Table SD9 Detailed capital budget

Municipal Vote/Capital project	Program/Project description	Project number	IDP Goal Code 3	Asset Class 2	Asset Sub-Class 2	Total Project Estimate	2013/14		Medium Term Revenue and Expenditure Framework			Project information	
							Audited Outcome	Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	Ward location	New or renewal
R thousands													
Summarise capital projects grouped by program *Include major projects separately*													
Total Capital expenditure						-	-	-	-	-	-		

Cacadu Development Agency - Supporting Table SD10 Long term contracts

Description	Preceding Years	Current Year 2013/14	Medium Term Revenue and Expenditure Framework			Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Total Contract Value
R thousands	Total	Original Budget	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Revenue Obligation By Contract - Operating													–
Contract 1													–
Contract 2													–
Contract 3 etc													–
Total Operating Revenue Implication	–	–	–	–	–	–	–	–	–	–	–	–	
Expenditure Obligation By Contract - Operating													–
Contract 1													–
Contract 2													–
Contract 3 etc													–
Total Operating Expenditure Implication	–	–	–	–	–	–	–	–	–	–	–	–	
Expenditure Obligation By Contract - Capital													–
Contract 1													–
Contract 2													–
Contract 3 etc													–
Total Capital Expenditure Implication	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Expenditure Implication	–	–	–	–	–	–	–	–	–	–	–	–	–

Cacadu Development Agency - Supporting Table SD11 External mechanisms

External mechanism	Period of agreement 1	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2
Name of organisation	Years/months			
R thousands				
				–

CHAPTER 21

Performance Contracts of Senior Managers

CHAPTER 21

PERFORMANCE CONTRACTS OF SENIOR MANAGERS

The measurable performance indicators and the respective contracts of the Cacadu District Municipality's senior managers are detailed in the following:

* **Annexure "H"**: Municipal Manager
* **Annexure "I"**: Director: Planning and Infrastructure Services
* **Annexure "J"**: Director: Economic Development
* **Annexure "K"**: Director: Finance and Corporate Services

CHAPTER 22

Other Supporting Documentation

DC10 Cacadu - Supporting Table SA11 Property rates summary

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Valuation:	1									
Date of valuation:										
Financial year valuation used			2009/10							
Municipal by-laws s6 in place? (Y/N)	2		Yes							
Municipal/assistant valuer appointed? (Y/N)										
Municipal partnership s38 used? (Y/N)			Yes							
No. of assistant valuers (FTE)	3									
No. of data collectors (FTE)	3									
No. of internal valuers (FTE)	3									
No. of external valuers (FTE)	3									
No. of additional valuers (FTE)	4									
Valuation appeal board established? (Y/N)										
Implementation time of new valuation roll (mths)										
No. of properties	5		2 323							
No. of sectional title values	5									
No. of unreasonably difficult properties s7(2)										
No. of supplementary valuations										
No. of valuation roll amendments										
No. of objections by rate payers										
No. of appeals by rate payers										
No. of successful objections	8									
No. of successful objections > 10%	8									
Supplementary valuation			1							
Public service infrastructure value (Rm)	5		4							
Municipality owned property value (Rm)										
Valuation reductions:										
Valuation reductions-public infrastructure (Rm)										
Valuation reductions-nature reserves/park (Rm)										
Valuation reductions-mineral rights (Rm)										
Valuation reductions-R15,000 threshold (Rm)			1							
Valuation reductions-public worship (Rm)			2							
Valuation reductions-other (Rm)			919							
Total valuation reductions:		–	922	–	–	–	–	–	–	–
Total value used for rating (Rm)	5									
Total land value (Rm)	5									
Total value of improvements (Rm)	5									
Total market value (Rm)	5		943							
Rating:										
Residential rate used to determine rate for other categories? (Y/N)										
Differential rates used? (Y/N)	5									
Limit on annual rate increase (s20)? (Y/N)										
Special rating area used? (Y/N)										
Phasing-in properties s21 (number)										
Rates policy accompanying budget? (Y/N)										
Fixed amount minimum value (R'000)										
Non-residential prescribed ratio s19? (%)										
Rate revenue:										
Rate revenue budget (R '000)	6		365							
Rate revenue expected to collect (R'000)	6		365							
Expected cash collection rate (%)			100.0%							
Special rating areas (R'000)	7									
Rebates, exemptions - indigent (R'000)										
Rebates, exemptions - pensioners (R'000)										
Rebates, exemptions - bona fide farm. (R'000)										
Rebates, exemptions - other (R'000)										
Phase-in reductions/discounts (R'000)										
Total rebates,exemptns,reductns,discs (R'000)		–	–	–	–	–	–	–	–	–

References

1. All numbers to be expressed as whole numbers except FTEs and Rates in the Rand

2. To give effect to rates policy

3. Full Time Equivalent (FTE) should be expressed to one decimal place and takes into account full time and part time staff

4. Required to implement new system (FTE)

5. Provide relevant information for historical comparisons. Must reconcile to the total of Table SA12

6. Current and budget year must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)

7. Included in rate revenue budget

8. In favour of the rate-payer

DC10 Cacadu - Supporting Table SA12a Property rates by category (current year)

Description	Ref	Resi.	Indust.	Bus. & Comm.	Farm props.	State-owned	Muni props.	Public service infra.	Private owned towns	Formal & Informal Settle.	Comm. Land	State trust land	Section 8(2)(n) (note 1)	Protect. Areas	National Monum/ts	Public benefit organs.	Mining Props.
Current Year 2013/14																	
Valuation:																	
No. of properties		The District Municipality do not collect rates as there is no demarcated area allocated to the District. This schedule is therefore not applicable															
No. of sectional title property values																	
No. of unreasonably difficult properties s7(2)																	
No. of supplementary valuations																	
Supplementary valuation (Rm)																	
No. of valuation roll amendments																	
No. of objections by rate-payers																	
No. of appeals by rate-payers																	
No. of appeals by rate-payers finalised																	
No. of successful objections	5																
No. of successful objections > 10%	5																
Estimated no. of properties not valued																	
Years since last valuation **(select)**																	
Frequency of valuation **(select)**																	
Method of valuation used **(select)**																	
Base of valuation **(select)**																	
Phasing-in properties s21 (number)																	
Combination of rating types used? (Y/N)																	
Flat rate used? (Y/N)																	
Is balance rated by uniform rate/variable rate?																	
Valuation reductions:																	
Valuation reductions-public infrastructure (Rm)																	
Valuation reductions-nature reserves/park (Rm)																	
Valuation reductions-mineral rights (Rm)																	
Valuation reductions-R15,000 threshold (Rm)																	
Valuation reductions-public worship (Rm)																	
Valuation reductions-other (Rm)	2																
Total valuation reductions:																	
Total value used for rating (Rm)	6																
Total land value (Rm)	6																
Total value of improvements (Rm)	6																
Total market value (Rm)	6																
Rating:																	
Average rate	3																
Rate revenue budget (R '000)																	
Rate revenue expected to collect (R'000)																	
Expected cash collection rate (%)	4																
Special rating areas (R'000)																	
Rebates, exemptions - indigent (R'000)																	
Rebates, exemptions - pensioners (R'000)																	
Rebates, exemptions - bona fide farm. (R'000)																	
Rebates, exemptions - other (R'000)																	
Phase-in reductions/discounts (R'000)																	
Total rebates,exemptns,reductns,discs (R'000)																	

References

1. Land & Assistance Act, Restitution of Land Rights, Communual Property Associations

2. Include value of additional reductions is 'free' value greater than MPRA minimum.

3. Average rate - cents in the Rand. Eg 10.26 cents in the Rand is 0.1026, expressed to 6 decimal places maximum

4. Include arrears collections

5. In favour of the rate-payer

6. Provide relevant information for historical comparisons.

DC10 Cacadu - Supporting Table SA12b Property rates by category (budget year)

Description	Ref	Resi.	Indust.	Bus. & Comm.	Farm props.	State-owned	Muni props.	Public service infra.	Private owned towns	Formal & Informal Settle.	Comm. Land	State trust land	Section 8(2)(n) (note 1)	Protect. Areas	National Monum/ts	Public benefit organs.	Mining Props.
Budget Year 2014/15																	
Valuation:																	
No. of properties		The District Municipality do not collect rates as there is no demarcated area allocated to the District. This schedule is therefore not applicable															
No. of sectional title property values																	
No. of unreasonably difficult properties s7(2)																	
No. of supplementary valuations																	
Supplementary valuation (Rm)																	
No. of valuation roll amendments																	
No. of objections by rate-payers																	
No. of appeals by rate-payers																	
No. of appeals by rate-payers finalised																	
No. of successful objections	5																
No. of successful objections > 10%	5																
Estimated no. of properties not valued																	
Years since last valuation (select)																	
Frequency of valuation (select)																	
Method of valuation used (select)																	
Base of valuation (select)																	
Phasing-in properties s21 (number)																	
Combination of rating types used? (Y/N)																	
Flat rate used? (Y/N)																	
Is balance rated by uniform rate/variable rate?																	
Valuation reductions:																	
Valuation reductions-public infrastructure (Rm)																	
Valuation reductions-nature reserves/park (Rm)																	
Valuation reductions-mineral rights (Rm)																	
Valuation reductions-R15,000 threshold (Rm)																	
Valuation reductions-public worship (Rm)																	
Valuation reductions-other (Rm)	2																
Total valuation reductions:																	
Total value used for rating (Rm)	6																
Total land value (Rm)	6																
Total value of improvements (Rm)	6																
Total market value (Rm)	6																
Rating:																	
Average rate	3																
Rate revenue budget (R '000)																	
Rate revenue expected to collect (R'000)																	
Expected cash collection rate (%)	4																
Special rating areas (R'000)																	
Rebates, exemptions - indigent (R'000)																	
Rebates, exemptions - pensioners (R'000)																	
Rebates, exemptions - bona fide farm. (R'000)																	
Rebates, exemptions - other (R'000)																	
Phase-in reductions/discounts (R'000)																	
Total rebates,exemptns,reductns,discs (R'000)																	

References

1. Land & Assistance Act, Restitution of Land Rights, Communual Property Associations

2. Include value of additional reductions is 'free' value greater than MPRA minimum.

3. Average rate - cents in the Rand. Eg 10.26 cents in the Rand is 0.1026, expressed to 6 decimal places maximum

4. Include arrears collections

5. In favour of the rate-payer

6. Provide relevant information for historical comparisons.

DC10 Cacadu - Supporting Table SA13a Service Tariffs by category

Description	Ref	Provide description of tariff structure where appropriate	2010/11	2011/12	2012/13	Current Year 2013/14	2014/15 Medium Term Revenue & Expenditure Framework Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Property rates *(rate in the Rand)*	1								
Residential properties			0.0031						
Residential properties - vacant land			0.0031						
Formal/informal settlements									
Small holdings			0.0031						
Farm properties - used			0.0031						
Farm properties - not used			0.0031						
Industrial properties			0.0031						
Business and commercial properties			0.0031						
Communal land - residential									
Communal land - small holdings									
Communal land - farm property									
Communal land - business and commercial									
Communal land - other									
State-owned properties			0.0031						
Municipal properties									
Public service infrastructure			0.0031						
Privately owned towns serviced by the owner									
State trust land									
Restitution and redistribution properties									
Protected areas									
National monuments properties									
Exemptions, reductions and rebates *(Rands)*									
Residential properties									
R15 000 threshhold rebate			15 000	15 000	15 000	15 000	15 000	15 000	15 000
General residential rebate									
Indigent rebate or exemption			1						
Pensioners/social grants rebate or exemption			1						
Temporary relief rebate or exemption									
Bona fide farmers rebate or exemption			0						
Other rebates or exemptions	2								
Water tariffs									
Domestic									
Basic charge/fixed fee *(Rands/month)*			13						
Service point - vacant land *(Rands/month)*									
Water usage - flat rate tariff *(c/kl)*			227						
Water usage - life line tariff		(describe structure)							
Water usage - Block 1 (c/kl)		(fill in thresholds)							
Water usage - Block 2 (c/kl)		(fill in thresholds)							
Water usage - Block 3 (c/kl)		(fill in thresholds)							
Water usage - Block 4 (c/kl)		(fill in thresholds)							
Other	2								
Waste water tariffs									
Domestic									
Basic charge/fixed fee *(Rands/month)*			23						
Service point - vacant land *(Rands/month)*									
Waste water - flat rate tariff *(c/kl)*									
Volumetric charge - Block 1 (c/kl)		(fill in structure)							
Volumetric charge - Block 2 (c/kl)		(fill in structure)							
Volumetric charge - Block 3 (c/kl)		(fill in structure)							
Volumetric charge - Block 4 (c/kl)		(fill in structure)							
Other	2								
Electricity tariffs									
Domestic									
Basic charge/fixed fee *(Rands/month)*									
Service point - vacant land *(Rands/month)*									
FBE		(how is this targeted?)	50kWh						
Life-line tariff - meter		(describe structure)							
Life-line tariff - prepaid		(describe structure)							
Flat rate tariff - meter *(c/kwh)*									
Flat rate tariff - prepaid*(c/kwh)*									
Meter - IBT Block 1 (c/kwh)		(fill in thresholds)							
Meter - IBT Block 2 (c/kwh)		(fill in thresholds)							
Meter - IBT Block 3 (c/kwh)		(fill in thresholds)							
Meter - IBT Block 4 (c/kwh)		(fill in thresholds)							
Meter - IBT Block 5 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 1 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 2 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 3 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 4 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 5 (c/kwh)		(fill in thresholds)							
Other	2								
Waste management tariffs									
Domestic									
Street cleaning charge									
Basic charge/fixed fee			7						
80l bin - once a week									
250l bin - once a week									

DC10 Cacadu - Supporting Table SA13b Service Tariffs by category - explanatory

Description	Ref	Provide description of tariff structure where appropriate	2010/11	2011/12	2012/13	Current Year 2013/14	2014/15 Medium Term Revenue & Expenditure Framework		
							Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Exemptions, reductions and rebates *(Rands)*									
[insert lines as applicable]		The District Municipality do not collect rates and taxes as there is no demarcated area allocated to the District. This schedule is therefore not applicable							
Water tariffs									
[insert blocks as applicable]		(fill in thresholds)							
		(fill in thresholds)							
		(fill in thresholds)							
		(fill in thresholds)							
		(fill in thresholds)							
		(fill in thresholds)							
		(fill in thresholds)							
		(fill in thresholds)							
		(fill in thresholds)							
		(fill in thresholds)							
Waste water tariffs									
[insert blocks as applicable]		(fill in structure)							
		(fill in structure)							
		(fill in structure)							
		(fill in structure)							
		(fill in structure)							
		(fill in structure)							
		(fill in structure)							
		(fill in structure)							
		(fill in structure)							
Electricity tariffs									
[insert blocks as applicable]		(fill in thresholds)							
		(fill in thresholds)							
		(fill in thresholds)							
		(fill in thresholds)							
		(fill in thresholds)							
		(fill in thresholds)							
		(fill in thresholds)							
		(fill in thresholds)							
		(fill in thresholds)							
		(fill in thresholds)							
		(fill in thresholds)							
		(fill in thresholds)							
		(fill in thresholds)							

DC10 Cacadu - Supporting Table SA14 Household bills

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework			
Rand/cent		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15 % incr.	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Monthly Account for Household - 'Middle Income Range'	1										
Rates and services charges:											
Property rates		78.30									
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy		11.76									
Water: Consumption		68.04									
Sanitation		19.99									
Refuse removal		6.05									
Other											
sub-total		184.14	–	–	–	–	–	–	–	–	–
VAT on Services											
Total large household bill:		184.14	–	–	–	–	–	–	–	–	–
% increase/-decrease			(100.0%)	–	–	–	–		–	–	–
Monthly Account for Household - 'Affordable Range'	2										
Rates and services charges:											
Property rates		46.98									
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy		11.76									
Water: Consumption		56.70									
Sanitation		19.99									
Refuse removal		6.05									
Other											
sub-total		141.48	–	–	–	–	–	–	–	–	–
VAT on Services											
Total small household bill:		141.48	–	–	–	–	–	–	–	–	–
% increase/-decrease			(100.0%)	–	–	–	–		–	–	–
Monthly Account for Household - 'Indigent' Household receiving free basic services	3										
Rates and services charges:											
Property rates											
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy		11.76									
Water: Consumption											
Sanitation											
Refuse removal		19.99									
Other		6.05									
sub-total		37.80	–	–	–	–	–	–	–	–	–
VAT on Services											
Total small household bill:		37.80	–	–	–	–	–	–	–	–	–
% increase/-decrease			(100.0%)	–	–	–	–		–	–	–

References

1. Use as basis property value of R700 000, 1 000 kWh electricity and 30kl water

2. Use as basis property value of R500 000 and R700 000, 500 kWh electricity and 25kl water

3. Use as basis property value of R 300 000, 350kWh electricity and 20kl water (50 kWh electricity and 6 kl water free)

DC10 Cacadu - Supporting Table SA15 Investment particulars by type

Investment type	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Parent municipality										
Securities - National Government										
Listed Corporate Bonds										
Deposits - Bank		305 951	268 613	253 850	154 912	154 912	226 226	163 891	129 772	104 192
Deposits - Public Investment Commissioners										
Deposits - Corporation for Public Deposits										
Bankers Acceptance Certificates										
Negotiable Certificates of Deposit - Banks										
Guaranteed Endowment Policies (sinking)										
Repurchase Agreements - Banks										
Municipal Bonds										
Municipality sub-total	1	**305 951**	**268 613**	**253 850**	**154 912**	**154 912**	**226 226**	**163 891**	**129 772**	**104 192**
Entities										
Securities - National Government										
Listed Corporate Bonds										
Deposits - Bank										
Deposits - Public Investment Commissioners										
Deposits - Corporation for Public Deposits										
Bankers Acceptance Certificates										
Negotiable Certificates of Deposit - Banks										
Guaranteed Endowment Policies (sinking)										
Repurchase Agreements - Banks										
Entities sub-total		–	–	–	–	–	–	–	–	–
Consolidated total:		**305 951**	**268 613**	**253 850**	**154 912**	**154 912**	**226 226**	**163 891**	**129 772**	**104 192**

References

1. Total investments must reconcile to Budgeted Financial Position ('current' call investment deposits plus 'non-current' investments)

DC10 Cacadu - Supporting Table SA16 Investment particulars by maturity

Investments by Maturity	Ref	Period of Investment	Type of Investment	Capital Guarantee (Yes/ No)	Variable or Fixed interest rate	Interest Rate 3.	Commission Paid (Rands)	Commission Recipient	Expiry date of investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance
Name of Institution & investment ID	1	Yrs/Months												
Parent municipality														
ABSA Bank		Various	Fixed Deposit	No	Fixed	Various			Various	52 130	2 650	(17 014)		37 766
Standard Bank		Various	Fixed Deposit	No	Fixed	Various			Various	57 048	2 900	(18 619)		41 329
Nedcor		Various	Fixed Deposit	No	Fixed	Various			Various	53 114	2 700	(17 335)		38 479
First Rand		Various	Fixed Deposit	No	Fixed	Various			Various	50 163	2 550	(16 372)		36 341
Investec		Various	Fixed Deposit	No	Fixed	Various			Various	13 770	700	(4 494)		9 976
														–
														–
Municipality sub-total										226 226		(73 834)	–	163 891
Entities														–
														–
														–
														–
														–
														–
														–
Entities sub-total										–		–	–	–
TOTAL INVESTMENTS AND INTEREST	1									226 226		(73 834)	–	163 891

References

1. Total investments must reconcile to all items in Table SA15 for the Current Year (30 June)

2. List investments in expiry date order

3. If 'variable' is selected in column F, input interest rate range

4. Withdrawals to be entered as negative

DC10 Cacadu - Supporting Table SA17 Borrowing

Borrowing - Categorised by type	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Parent municipality										
Long-Term Loans (annuity/reducing balance)										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases		22	–	–	–	–	–	–	–	–
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Municipality sub-total	1	22	–	–	–	–	–	–	–	–
Entities										
Long-Term Loans (annuity/reducing balance)										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Entities sub-total	1	–	–	–	–	–	–	–	–	–
Total Borrowing	1	22	–	–	–	–	–	–	–	–

Unspent Borrowing - Categorised by type	Ref	2010/11	2011/12	2012/13	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Parent municipality										
Long-Term Loans (annuity/reducing balance)										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Municipality sub-total	1	–	–	–	–	–	–	–	–	–
Entities										
Long-Term Loans (annuity/reducing balance)										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Entities sub-total	1	–	–	–	–	–	–	–	–	–
Total Unspent Borrowing	1	–	–	–	–	–	–	–	–	–

References

1. Total borrowing must reconcile to Budgeted Financial Position (Borrowing - non-current)

DC10 Cacadu - Supporting Table SA32 List of external mechanisms

External mechanism	Yrs/ Mths	Period of agreement 1.	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2.
Name of organisation		Number			R thousand
Impumelelo Computers	Yrs	3	Financial System Support	31 December 2014	1 600
KPMG	Yrs	5	Internal Audit Services	30 June 2014	450
Lukhona Catering Construction & Cleaning	Yrs	3	Cleaning Services	30 June 2014	350
Indwe Risk Services	Yrs	3	Insurance Brokerage services	30 June 2016	350

References

1. Total agreement period from commencement until end

2. Annual value

DC10 Cacadu - Supporting Table SA34c Consolidated repairs and maintenance by asset class

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Repairs and maintenance expenditure by Asset Class/Sub-class										
Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure - Road transport		–	–	–	–	–	–	–	–	–
Roads, Pavements & Bridges										
Storm water										
Infrastructure - Electricity		–	–	–	–	–	–	–	–	–
Generation										
Transmission & Reticulation										
Street Lighting										
Infrastructure - Water		–	–	–	–	–	–	–	–	–
Dams & Reservoirs										
Water purification										
Reticulation										
Infrastructure - Sanitation		–	–	–	–	–	–	–	–	–
Reticulation										
Sewerage purification										
Infrastructure - Other		–	–	–	–	–	–	–	–	–
Waste Management										
Transportation	2									
Gas										
Other	3									
Community		–	–	–	–	–	–	–	–	–
Parks & gardens										
Sportsfields & stadia										
Swimming pools										
Community halls										
Libraries										
Recreational facilities										
Fire, safety & emergency										
Security and policing										
Buses	7									
Clinics										
Museums & Art Galleries										
Cemeteries										
Social rental housing	8									
Other										
Heritage assets		–	–	–	–	–	–	–	–	–
Buildings										
Other	9									
Investment properties		–	–	–	–	–	–	–	–	–
Housing development										
Other										
Other assets		2 455	574	388	991	995	831	1 232	1 232	1 232
General vehicles		40								
Specialised vehicles	10	–	–	–	–	–	–	–	–	–
Plant & equipment		426	266	206	308	312	312	555	555	555
Computers - hardware/equipment		182	48	33	139	139	11	136	136	136
Furniture and other office equipment		63	41	7	45	44	7	41	41	41
Abattoirs										
Markets										
Civic Land and Buildings										
Other Buildings		1 669	219	142	500	500	500	500	500	500
Other Land		75								
Surplus Assets - (Investment or Inventory)										
Other										
Agricultural assets		–	–	–	–	–	–	–	–	–
List sub-class										
Biological assets		–	–	–	–	–	–	–	–	–
List sub-class										
Intangibles		–	–	–	–	–	–	–	–	–
Computers - software & programming										
Other (*list sub-class*)										
Total Repairs and Maintenance Expenditure	1	2 455	574	388	991	995	831	1 232	1 232	1 232
Specialised vehicles		–	–	–	–	–	–	–	–	–
Refuse										
Fire										
Conservancy										
Ambulances										
R&M as a % of PPE		3.6%	1.7%	1.1%	1.0%	1.0%	2.1%	2.4%	2.1%	1.9%
R&M as % Operating Expenditure		1.1%	0.4%	0.3%	0.7%	0.5%	0.6%	0.8%	0.9%	0.9%

DC10 Cacadu - Supporting Table SA34d Consolidated Depreciation by asset class

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Depreciation by Asset Class/Sub-class										
Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure - Road transport		–	–	–	–	–	–	–	–	–
Roads, Pavements & Bridges										
Storm water										
Infrastructure - Electricity		–	–	–	–	–	–	–	–	–
Generation										
Transmission & Reticulation										
Street Lighting										
Infrastructure - Water		–	–	–	–	–	–	–	–	–
Dams & Reservoirs										
Water purification										
Reticulation										
Infrastructure - Sanitation		–	–	–	–	–	–	–	–	–
Reticulation										
Sewerage purification										
Infrastructure - Other		–	–	–	–	–	–	–	–	–
Waste Management										
Transportation	2									
Gas										
Other	3									
Community		–	–	–	–	–	–	–	–	–
Parks & gardens										
Sportsfields & stadia										
Swimming pools										
Community halls										
Libraries										
Recreational facilities										
Fire, safety & emergency										
Security and policing										
Buses	7									
Clinics										
Museums & Art Galleries										
Cemeteries										
Social rental housing	8									
Other										
Heritage assets		–	–	–	–	–	–	–	–	–
Buildings										
Other	9									
Investment properties		–	–	–	–	–	–	–	–	–
Housing development										
Other										
Other assets		4 500	1 622	975	2 033	2 033	1 484	1 505	1 505	1 505
General vehicles		1 821	552	422	652	652	476	483	483	483
Specialised vehicles	10	–	–	–	–	–	–	–	–	–
Plant & equipment		1 153	565	395	611	611	446	452	452	452
Computers - hardware/equipment										
Furniture and other office equipment										
Abattoirs										
Markets										
Civic Land and Buildings										
Other Buildings		1 526	505	158	770	770	562	570	570	570
Other Land										
Surplus Assets - (Investment or Inventory)										
Other										
Agricultural assets		–	–	–	–	–	–	–	–	–
List sub-class										
Biological assets		–	–	–	–	–	–	–	–	–
List sub-class										
Intangibles		–	–	–	–	–	–	–	–	–
Computers - software & programming										
Other *(list sub-class)*										
Total Depreciation	1	4 500	1 622	975	2 033	2 033	1 484	1 505	1 505	1 505

Specialised vehicles		–	–	–	–	–	–	–	–	–
Refuse										
Fire										
Conservancy										
Ambulances										

DC10 Cacadu - Supporting Table SA35 Consolidated future financial implications of the capital budget

Vote Description	Ref	2014/15 Medium Term Revenue & Expenditure Framework			Forecasts			
R thousand		Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Present value
Capital expenditure	1							
Vote 1 - Executive and council		10 519	10 000	5 000				
Vote 2 - Finance and Corporate Services		2 766	–	–				
Vote 3 - Planning and Infrastructure development		107	–	–				
Vote 4 - Health		211	–	–				
Vote 5 - Community Services		–	–	–				
Vote 6 - Housing		–	–	–				
Vote 7 - Public Safety		109	–	–				
Vote 8 - Sport and Recreation		–	–	–				
Vote 9 - Waste Management		–	–	–				
Vote 10 - Roads		–	–	–				
Vote 11 - Water		19	–	–				
Vote 12 - Electricity		–	–	–				
Vote 13 - Other		–	–	–				
0		–	–	–				
0		–	–	–				
List entity summary if applicable								
Total Capital Expenditure		**13 731**	**10 000**	**5 000**	**–**	**–**	**–**	**–**
Future operational costs by vote	2							
Vote 1 - Executive and council								
Vote 2 - Finance and Corporate Services								
Vote 3 - Planning and Infrastructure development								
Vote 4 - Health								
Vote 5 - Community Services								
Vote 6 - Housing								
Vote 7 - Public Safety								
Vote 8 - Sport and Recreation								
Vote 9 - Waste Management								
Vote 10 - Roads								
Vote 11 - Water								
Vote 12 - Electricity								
Vote 13 - Other								
0								
0								
List entity summary if applicable								
Total future operational costs		–	–	–	–	–	–	–
Future revenue by source	3							
Property rates								
Property rates - penalties & collection charges								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse revenue								
Service charges - other								
Rental of facilities and equipment								
List other revenues sources if applicable								
List entity summary if applicable								
Total future revenue		–	–	–	–	–	–	–
Net Financial Implications		13 731	10 000	5 000	–	–	–	–

References

1. Summarise the total capital cost until capital project is operational (MFMA s19(2)(a))

2. Summary of future operational costs from when projects operational (present value until the end of each asset's useful life) (MFMA s19(2)(b))

3. Summarise the future revenue from when projects are operational, including municipal tax and tariff implications, (present value until the end of asset's useful life)

DC10 Cacadu - Supporting Table SA36 Consolidated detailed capital budget

Municipal Vote/Capital project	Ref	Program/Project description	Project number	IDP Goal code	Individually Approved (Yes/No)	Asset Class	Asset Sub-Class	GPS co-ordinates	Total Project Estimate	Prior year outcomes		2014/15 Medium Term Revenue & Expenditure Framework			Project information	
R thousand	4			2	6	3	3	5		Audited Outcome 2012/13	Current Year 2013/14 Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	Ward location	New or renewal
Parent municipality:																
List all capital projects grouped by Municipal Vote																
		The District Municipality does not have any Capital Projects which would result in the capitalisation of Infrastructural assets. All assets budgeted for is for operational use and is catergorised as PPE								3 514	3 990	13 731	10 000	5 000		
Parent Capital expenditure	1											13 731	10 000	5 000		
Entities:																
List all capital projects grouped by Entity																
Entity A																
Water project A																
Entity B																
Electricity project B																
Entity Capital expenditure										–	–	–	–	–		
Total Capital expenditure										3 514	3 990	13 731	10 000	5 000		

References

1. Must reconcile with Budgeted Capital Expenditure

2. As per Table SA6

3. As per Table SA34

4. Projects that fall above the threshold values applicable to the municipality as identified in regulation 13 of the Municipal Budget and Reporting Regulations must be listed individually. Other projects by programme by Vote

DC10 Cacadu - Supporting Table SA37 Consolidated projects delayed from previous financial year/s

Municipal Vote/Capital project	Ref.	Project name	Project number	Asset Class	Asset Sub-Class	GPS co-ordinates	Previous target year to complete	Current Year 2013/14		2014/15 Medium Term Revenue & Expenditure Framework		
	1,2			3	3	4		Original Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand							Year					
Parent municipality:												
List all capital projects grouped by Municipal Vote				*Examples*	*Examples*							
The District Municipality does not have any Capital Projects which would result in the capitalisation of Infrastructural assets. All assets budgeted for is for operational use and is catergorised as PPE												
Entities:												
List all capital projects grouped by Municipal Entity												
Entity Name												
Project name												

References

1. List all projects with planned completion dates in current year that have been re-budgeted in the MTREF

2. Refer MFMA s30

3. As per Table SA34

DC10 Cacadu - Supporting Table SA9 Social, economic and demographic statistics and assumptions

Description of economic indicator	Ref.	Basis of calculation	2001 Census	2007 Survey	2011 Census	2010/11	2011/12	2012/13	Current Year 2013/14	2014/15 Medium Term Revenue & Expenditure Framework		
						Outcome	Outcome	Outcome	Original Budget	Outcome	Outcome	Outcome
Demographics												
Population			883									
Females aged 5 - 14			131									
Males aged 5 - 14			129									
Females aged 15 - 34			116									
Males aged 15 - 34			99									
Unemployment			125									
Monthly household income (no. of households)	1, 12											
No income			64									
R1 - R1 600			10									
R1 601 - R3 200			45									
R3 201 - R6 400												
R6 401 - R12 800												
R12 801 - R25 600												
R25 601 - R51 200												
R52 201 - R102 400												
R102 401 - R204 800				8 638								
R204 801 - R409 600												
R409 601 - R819 200				509								
> R819 200				189								
Poverty profiles (no. of households)												
< R2 060 per household per month	13											
Insert description	2											
Household/demographics (000)												
Number of people in municipal area												
Number of poor people in municipal area												
Number of households in municipal area												
Number of poor households in municipal area												
Definition of poor household (R per month)												
Housing statistics	3											
Formal												
Informal												
Total number of households			-	-	-	-	-	-	-	-	-	-
Dwellings provided by municipality	4											
Dwellings provided by province/s												
Dwellings provided by private sector	5											
Total new housing dwellings			-	-	-	-	-	-	-	-	-	-
Economic	6											
Inflation/inflation outlook (CPIX)												
Interest rate - borrowing												
Interest rate - investment												
Remuneration increases												
Consumption growth (electricity)												
Consumption growth (water)												
Collection rates	7											
Property tax/service charges												
Rental of facilities & equipment												
Interest - external investments												
Interest - debtors												
Revenue from agency services												

ANNEXURES

ANNEXURE "A"

PROJECT BUDGET - 2014/2015

PROJECTS	AMOUNTS	FUNDING SOURCE
OFFICE OF THE MAYOR		
MORAL REGENARATION	180 000	Accumulated Surplus
IMBIZOS AND OUTREACH	150 000	Accumulated Surplus
	330 000	
TOTAL OFFICE OF THE MAYOR	**330 000**	
OFFICE OF THE MUNICIPAL MANAGER		
PERFORMANCE MANAGEMENT		
PMS SUPPORT TO LM'S	50 000	Accumulated Surplus
	50 000	
CAPACITY BUILDING		
MSIG - CAPACITY BUILDING	934 000	Grant - MSIG
	934 000	
SPECIAL PROJECT UNIT - YOUTH, GENDER AND DISABLED		
COMMEMORATION DAY CELEBRATION	200 000	Accumulated Surplus
DISABILITY EMPOWERMENT	200 000	Accumulated Surplus
WOMEN EMPOWERMENT	300 000	Accumulated Surplus
YOUTH DEVELOPMENT	250 000	Accumulated Surplus
	950 000	
LIBRARIES		
LIBRARIES	3 000 000	Accumulated Surplus
	3 000 000	
HIV/AIDS		
IMPLEMENTATION OF THE HIV/AIDS PLAN	300 000	Accumulated Surplus
	300 000	
TOTAL OFFICE OF THE MUNICIPAL MANAGER	**5 234 000**	

DEPARTMENT: PLANNING AND DEVELOPMENT

PLANNING UNIT

CONSTRUCTION OF SIDEWALKS AND WALKWAYS	50 000	Accumulated Surplus
TECHNICAL TOWN PLANNING ASSISTANCE	320 000	Accumulated Surplus
REVIEWAL OF THE ITP FOR THE DISTRICT	200 000	Accumulated Surplus
	570 000	

PROJECT MANAGEMENT

EPWP PROJECT	1 236 000	Grant - EPWP
PLANNING AND FEASIBILITY STUDY	1 300 000	Accumulated Surplus
RIETBRON EPWP ROADS & STORMWATER	1 200 000	Accumulated Surplus
PATERSON EMERGENCY DISASTER CENTRE	5 000 000	Accumulated Surplus
DISTRICT WIDE INFRASTRUCTURE PLAN	1 500 000	Accumulated Surplus
	10 236 000	

HOUSING COORDINATOR

HOUSING TRANSFER AND BENEFICIARY	400 000	Sundry Creditors
INFR DMA: ALIENATION	190 000	Sundry Creditors
	590 000	

FIRE SERVICE - HEAD OFFICE

CONTRIBUTION TO MUNICIPALITIES	3 000 000	Accumulated Surplus
FIRE STATION - KOUGA	1 000 000	Accumulated Surplus
FIRE STATION - KOU KAMMA	4 500 000	Accumulated Surplus
FIRE STATION - NDLAMBE	2 418 212	Accumulated Surplus
FIRE STATION - BLUE CRANE ROUTE	1 300 000	Accumulated Surplus
FIRE FIGHTING EQUIPMENT	1 000 000	Accumulated Surplus
FIRE FIGHTING TRAINNING	300 000	Accumulated Surplus
RESTORATION OF FIRE HYDRANT DISTRICT WIDE	1 800 000	Accumulated Surplus
	15 318 212	

TRANSPORT, ROADS & CAPACITY BUILDING

INTER CITY BUS TERMINAL	850 000	Grant
INTER CITY BUS TERMINAL	3 720 788	Accumulated Surplus
RRAMS PROJECT	2 110 000	Grant - RRAMS
SOMERSET EAST ROADS AND STORMWATER	300 000	Accumulated Surplus
	6 980 788	

WATER DISTRIBUTION

MUNICIPAL DROUGHT RELIEF	385 000	Grant
JANSENVILLE WATER TREATMENT WORKS	2 190 000	Accumulated Surplus
NIEU-BETHESDA WATER TREATMENT	2 000 000	Accumulated Surplus
	4 575 000	

TOTAL DEPARTMENT: PLANNING & DEVELOPMENT	**38 270 000**	

DEPARTMENT : ECONOMIC DEVELOPMENT

MANAGEMENT

LED AQUA PROJECT	456 000	Grant - ECDC
DISTRICT DEVELOPMENT AGENCY	4 000 000	Accumulated Surplus
ENVIRONMENTAL AND REGENERATION ENERGY	500 000	Accumulated Surplus
LEDI PROJECTS	540 000	Accumulated Surplus
RENEWABLE ENERGY AND GREEN ECONOMY	200 000	Accumulated Surplus
	5 696 000	

LOCAL ECONOMIC DEVELOPMENT

AGRICULTURAL SUPPORT	2 000 000	Accumulated Surplus
LED DISTRT SUPPORT	600 000	Accumulated Surplus
LED PROJECTS	730 000	Accumulated Surplus
CDM SMME SUPPORT PROGRAMME	1 500 000	Accumulated Surplus
BUSINESS DEVELOPMENT FORUM	150 000	Accumulated Surplus
PELLET FACTORY IN RIETBRON	350 000	Accumulated Surplus
	5 330 000	

TOURISM PROMOTION & DEVELOPMENT

DESTINATION AND SUB-BRANDING SIGNAGE	350 000	Accumulated Surplus
TOURISM SECTOR DEVELOPMENT SUPPORT	600 000	Accumulated Surplus
SUPPORT TO LOCAL TOURISM ORGANISATIONS	600 000	Accumulated Surplus
TOURISM EDUCATION AWARENESS	600 000	Accumulated Surplus
TOURISM MARKETING	1 200 000	Accumulated Surplus
TOURISM INFRASTRUCTURE INVESTMENT	1 000 000	Accumulated Surplus
DEVELOPMENT OF TOURISM STATS SYSTEM	475 000	Accumulated Surplus
CREATIVE INDUSTRIES	600 000	Accumulated Surplus
	5 425 000	

TOTAL DEPARTMENT: ECONOMIC DEVELOPMENT	**16 451 000**	

DEPARTMENT: FINANCE AND COPORATE SERVICES

FINANCIAL ACCOUNTING DIVISION

SUPPORT TO DISTRICT FOR IMPROVING AUDIT OUT	2 500 000	Accumulated Surplus
	2 500 000	

TOTAL FINANCE & CORPORATE SERVICES	**2 500 000**	
TOTAL PROJECT BUDGET	**62 785 000**	

SUMMARY OF FUNDING

GRANTS:	
NATIONAL	4 280 000
PROVISIONAL	1 235 000
OTHER	456 000
ACCUMULATED SURPLUS	56 224 000
SUNDRY CREDITORS	590 000
TOTAL FUNDING / PROJECT BUDGET	**62 785 000**

Annexure "B"

Mandatory Performance Measures 2013/14

Mandatory Measure	CDM
% of households with access to basic level of water	97%*
% of households with access to basic level of sanitation	83%*
% of households with access to basic level of electricity	NA
% of households with access to basic level of solid waste removal	96%*
% of households earning less than R1100 per monthly with access to free basic services	Not measured*
% of municipality's capital budget actually spent on capital projects identified in the IDP	100%
Number of jobs created through the municipality's local economic development initiatives including capital projects	100 permanent 300 temporary
Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality approved employment equity plan	12 out of 16 (75%)
% of a municipality's budget actually spent on implementing its workplace skills plan	0.1%
Debt Coverage: Total operating revenue received – operating grants divided by debt servicing payments	NA
Service debtors to revenue: Total outstanding debtors divided by annual revenue actually received for services	NA
Cost coverage: Cash available and investments at 30 June, 2008 divided by monthly fixed operating expenditure	44,35

Reporting measure only, not measured as performance as autonomy is with respective Local Municipalities

Annexure "C"

ANNUAL PERFORMANCE OBJECTIVES BY VOTE – OPERATIONAL MEASURES

Vote	GFS Function	Objective	Key Performance Indicator
Executive Mayor	Executive and Council	• Oversight of council operations and exercise delegated authority	• 100% of planned Council meetings held
Municipal Manager	Executive and Council	• Ensure the institution is managed in an effective and efficient manner*	• 100% of SDBIP (operational and capital projects) implemented.
	Finance and Administration	• Ensure that the Municipality complies with Legislation applicable to it* • Budgetary control of operating income and expenditure* • Ensure that CDM is active within the district in which it serves • Compliance with OHASA • Ensure that capacity of the District is given priority	• Zero incidence of repeat exception reports from Internal Audit (excl. those pre-identified as multiple year implementation programmes) • Existence of a disaster Management Plan • Income and expenditure variance not to exceed 10% • Completion of an investigation into a relocation to Kirkwood • Completion of the quarterly safety checklist • Maintenance of the CDM Capacity building strategy
	Planning and Development	• Market CDM to attract tourism, trade and investment	• Annual communication plan in place
	Performance Management	• Support the implementation of the IDP through the performance management of the institution and its workforce*	• 100% of CDM employees under the PMS
Planning and Infrastructure Development	Planning and Development	• Ensure that development occurs in the most logical way possible and in a manner that is in line with the adopted SDF principles	• 100% Projects prioritized and funded in accordance with the SDF principles
Economic Development	Planning and Development	• Ensure that the growth and development agreement is implemented and used as the basis for cooperative district-wide development*	• Monitor monetary commitments from social partners as per the GDS agreement

Vote	GFS Function	Objective	Key Performance Indicator (2014/15)
Finance and Corporate Services	Finance and Administration	• Compilation of budget and financial statements • Ensure that Council finances are well managed • Ensure HR issues are effectively dealt with	• Delivery of financial statements to OAG on or before 31 August • Annual approved budget • 100% Financial obligations required by MFMA adhered to in accordance with National Treasury MFMA implementation priorities • 100% job descriptions in place • Recruitment process completed within 8 weeks • Training takes place in accordance with the skills development plan.* • 100% disciplinary hearings organized within 15 working days after service of notice of misconduct.
	Executive and Council	• Ensure decision makers receive information	• 100% council agendas delivered prior to 5 days of meeting

* Indicator supported and implemented across all Votes

Annexure "D"

Revenue by Source

Source	Performance Measure	Performance Target
Other income	**% of sundry income collected**	**100 %**
Rental of facilities & Equipment	**% of fees received**	**100 %**
Interest earned - external investments	**Average rate of return/ prime rate**	**70 %**
Interest earned – outstanding debtors	**Average rate of return/ prime rate**	**102 %**
Settlement discounts	**% of settlement discounts negotiated**	**1 %**
Contributions – other municipalities	**% of contributions recovered (if applicable)**	**100%**
Government Grants and Subsidies	**% of Grants received**	**100%**
Contribution: Surplus account	**% of cash backed surplus utilized**	**80%**

Note: All other income sources are determined by National and Provincial Departments and as promulgated by DORA Act.

ANNEXURE "E"

CACADU DISTRICT MUNICIPLAITY

CAPITAL BUDGET 2014/15

Department/Division	Asset Type	Qty	Unit Cost	Total cost	Funding Source
EXECUTIVE AND COUNCIL - GFS					
OFFICE OF THE MAYOR					
COUNCIL EXPENSES					
Pedenza	Office equipment	1	12 000	12 000	Accumulated Surplus
Filing Cabinet 5 drawer	Office equipment	1	4 000	4 000	Accumulated Surplus
Filing Cabinets 4 drawer	Office equipment	1	3 000	3 000	Accumulated Surplus
Stationery Cabinet	Office equipment	1	3 000	3 000	Accumulated Surplus
Swivel Chairs	Office equipment	1	3 000	3 000	Accumulated Surplus
Colour Printer	Office equipment	1	3 000	3 000	Accumulated Surplus
Fridge	Office equipment	2	5 000	10 000	Accumulated Surplus
				38 000	
TOTAL VOTE : OFFICE OF MAYOR				**38 000**	
OFFICE OF THE MUNICIPAL MANAGER					
MANAGEMENT					
Printer	Office equipment	1	2 500	2 500	Accumulated Surplus
Swivel Chairs	Office equipment	1	3 000	3 000	Accumulated Surplus
Shredder	Office equipment	1	8 000	8 000	Accumulated Surplus
Coffee Machine	Office equipment	1	5 000	5 000	Accumulated Surplus
Computer	Office equipment	1	12 000	12 000	Accumulated Surplus
Committee room 2 make over	Office equipment	1	100 000	100 000	Accumulated Surplus
Relocation - New Offices	Land and Buildings	1	10 000 000	10 000 000	Accumulated Surplus
Fax machine	Office equipment	1	3 500	3 500	Accumulated Surplus
				10 134 000	
CAPACITY BUILDING					
Swivel Chairs	Office equipment	5	3 000	15 000	Accumulated Surplus
Desks	Office equipment	3	6 000	18 000	Accumulated Surplus
Fax Machine 4 in 1	Office equipment	1	5 000	5 000	Accumulated Surplus
Computer	Office equipment	1	12 000	12 000	Accumulated Surplus
				50 000	
TOTAL VOTE : OFFICE OF MUNICIPAL MANAGER				**10 184 000**	
DEPARTMENT : FINANCE AND CORPORATE SERVICES					
TOTAL : EXECUTIVE AND COUNCIL - GFS				**10 222 000**	

FINANCE AND ADMINISTRATION - GFS					
DEPARTMENT : FINANCE AND CORPORATE SERVICES					
CORPORATE SERVICES					
PEOPLE MANAGEMENT					
Shredder - Industrial	Office equipment	1	17 000	17 000	Accumulated Surplus
Laptop	Office equipment	1	12 000	12 000	Accumulated Surplus
Desk	Office equipment	4	6 000	24 000	Accumulated Surplus
Swivel Chair	Office equipment	3	3 000	9 000	Accumulated Surplus
Swivel Chair	Office equipment	1	3 000	3 000	Accumulated Surplus
Visitors Chairs	Office equipment	2	2 500	5 000	Accumulated Surplus
Microwave	Office equipment	1	3 000	3 000	Accumulated Surplus
Guillotine	Office equipment	1	3 000	3 000	Accumulated Surplus
Boardroom Table	Office equipment	1	40 000	40 000	Accumulated Surplus
HR System	Office equipment	1	200 000	200 000	Accumulated Surplus
				316 000	
TOTAL : CORPORATE SERVICES				**316 000**	
FINANCE					
ASSET MANAGEMENT					
Swivel Chair	Office equipment	1	3 000	3 000	Accumulated Surplus
Visitors Chairs	Office equipment	2	2 500	5 000	Accumulated Surplus
Filing Cabinets	Office equipment	1	4 000	4 000	Accumulated Surplus
Starter Pack	Office equipment	1	2 000	2 000	Accumulated Surplus
Laptops	Office equipment	1	12 000	12 000	Accumulated Surplus
				26 000	
LEGAL SERVICES					
Contract Management System	Office equipment	1	200 000	200 000	
				200 000	
PAYROLL					
Swivel Chair	Office equipment	1	3 000	3 000	Accumulated Surplus
Desks	Office equipment	1	6 000	6 000	Accumulated Surplus
Calculator with tally	Office equipment	1	2 000	2 000	Accumulated Surplus
				11 000	
TOTAL : FINANCE				**237 000**	
INFORMATION TECHNOLOGY					
IT					
Chairs	Office equipment	2	3 000	6 000	Accumulated Surplus
Visitors Chairs	Office equipment	4	2 500	10 000	Accumulated Surplus
Microwave	Office equipment	1	2 000	2 000	Accumulated Surplus
Financial Systems	Computer Software	1	2 000 000	2 000 000	Accumulated Surplus
TOTAL : INFORMATION TECHNOLOGY				**2 018 000**	
PROPERTY SERVICES					
ESTATES					
Airconditioners	Office equipment	15	13 000	195 000	Accumulated Surplus
TOTAL: PROPERTY SERVICES				**195 000**	
TOTAL VOTE : DEPARTMENT : FINANCE AND CORPORATE SERVICES				**2 766 000**	
TOTAL : FINANCE AND ADMINISTRATION - GFS				**2 766 000**	

PLANNING AND DEVELOPMENT - GFS					
DEPARTMENT : PLANNING AND INFRASTRUCTURE DEVELOPMENT					
MANAGEMENT					
Office Chairs	Office equipment	4	3 000	12 000	Accumulated Surplus
Visitors chairs	Office equipment	6	2 000	12 000	Accumulated Surplus
L shape desks with 2 pedestals	Office equipment	2	15 000	30 000	Accumulated Surplus
Laptops	Office equipment	2	15 000	30 000	Accumulated Surplus
Computer	Office equipment	1	12 000	12 000	Accumulated Surplus
Credenza	Office equipment	1	7 000	7 000	Accumulated Surplus
Boardroom Chairs	Office equipment	10	3 000	30 000	Accumulated Surplus
Projector	Office equipment	1	5 000	5 000	Accumulated Surplus
Urn	Office equipment	1	2 000	2 000	Accumulated Surplus
				140 000	
ENVIRONMENTAL HEALTH					
Office chairs	Office equipment	3	3 000	9 000	Accumulated Surplus
Laptops	Office equipment	8	12 000	96 000	Accumulated Surplus
Colour Printers	Office equipment	4	3 000	12 000	Accumulated Surplus
Digital Cameras	Office equipment	3	8 000	24 000	Accumulated Surplus
Noise Level Meter	Office equipment	1	22 000	22 000	Accumulated Surplus
Camera	Office equipment	3	8 000	24 000	Accumulated Surplus
Computer	Office equipment	1	12 000	12 000	Accumulated Surplus
Book Shelf	Office equipment	2	2 000	4 000	Accumulated Surplus
Filing Cabinets	Office equipment	2	4 000	8 000	Accumulated Surplus
				211 000	
PLANNING UNIT					
Office chairs	Office equipment	5	3 000	15 000	Accumulated Surplus
Camera	Office equipment	1	8 000	8 000	Accumulated Surplus
				23 000	
DISASTER MANAGEMENT					
Office chairs	Office equipment	8	3 000	24 000	Accumulated Surplus
Visitors chairs	Office equipment	2	2 000	4 000	Accumulated Surplus
L shape desk with 2 pedestals	Office equipment	1	15 000	15 000	Accumulated Surplus
Boardroom chairs	Office equipment	14	3 000	42 000	Accumulated Surplus
Fridge	Office equipment	1	6 000	6 000	Accumulated Surplus
Microwave	Office equipment	1	3 000	3 000	Accumulated Surplus
Kitchen Cabinets	Office equipment	1	15 000	15 000	Accumulated Surplus
				109 000	
PROJECT MANAGEMENT					
Office Chairs	Office equipment	6	3 000	18 000	Accumulated Surplus
Laptops	Office equipment	4	12 000	48 000	Accumulated Surplus
GPS	Office equipment	1	5 000	5 000	Accumulated Surplus
				71 000	
WSA					
Office chair	Office equipment	1	3 000	3 000	Accumulated Surplus
Visitors chairs	Office equipment	2	2 000	4 000	Accumulated Surplus
Computor	Office equipment	1	12 000	12 000	Accumulated Surplus
				19 000	
VOTE TOTAL : DEPARTMENT : PLANNING AND INFRASTRUCTURE DEVELOPMENT				**573 000**	
TOTAL : PLANNING AND INFRASTRUCTURE DEVELOPMENT - GFS				**573 000**	

DEPARTMENT : ECONOMIC DEVELOPMENT					
MANAGEMENT					
Swivel Chair	Office equipment	1	3 000	3 000	Accumulated Surplus
Filling Cabinet	Office equipment	1	4 000	4 000	Accumulated Surplus
Foyer enhancement - 2nd Phase	Office equipment	1	150 000	150 000	Accumulated Surplus
				157 000	
LOCAL ECONOMIC DEVELOPMENT					
Filling Cabinet	Office equipment	1	4 000	4 000	Accumulated Surplus
Desk	Office equipment	1	6 000	6 000	Accumulated Surplus
Swivel Chair	Office equipment	1	3 000	3 000	Accumulated Surplus
				13 000	
TOTAL VOTE : DEPARTMENT : ECONOMIC DEVELOPMENT				**170 000**	
TOTAL : ECONOMIC DEVELOPMENT - GFS				**170 000**	
Total Capital Budget				**13 731 000**	
FUNDING OF CAPITAL BUDGET					
CDM - Accumulated Profits				13 731 000	
				13 731 000	

ANNEXURE "F"

TARIFFS 2014/2015

FINANCE AND ADMINISTRATION

1. **AGREEMENTS**			
1.1 Framing Agreements - Standard, per agreement	b	each	R 65.00
2. **COMPUTERISED INFORMATION**			
2.1 Computer Prints - per eyeline page	b	each	R 3.25
2.2 Address labels (self stick) - per eyeline page	b	each	R 6.50
2.4 Computer Disks			
2.4.1 Basic service fee	b	each	R 250.00
2.4.2 Price per record (Inclusive of the price of the floppy disk)	b	each	R 0.50
3 **FAXES**			
4.1 Cost of transmitting fax - per page	b	each	R 1.20
4.2 Cost of receiving fax - per page	b	each	R 1.20
4 **INTEREST RATE**			
4.1 Standard Rate of Interest means a rate of interest which is two percent higher than the rate of interest payable by a Council to its bank in respect of an overdraft	a		
5 **SEARCH AND INSPECTION FEES**			
Furnishing of information to the Public (P.N. 705/1985 d.d.			
Subject to the provisions of any law, any person applying to the Council for information from any records kept by the Council shall be furnished with such information upon payment of the under-mentioned fees provided that if such person is the owner of the property in respect of which the information is applied for, he shall be exempt from the payment of such fees:-			
1. In respect of the search of any Index to any account not in a service register	b	each	R 10.00
2. In respect of the search of any Index to an account in a service register (water, sanitation, sewage, miscellaneous debts etc.)	b	each	R 10.00
3. For the inspection of any deed, document or diagram or any details relating thereto	b	each	R 10.00
4. For the supply of any certificate of valuation or of the outstanding charges against property, except certificates referred to in Section 96 of Ordinance No. 2 of 1974 and Ordinance No. 18 of 1976	b	each	R 80.00
5. In respect of any search for information where a fee for such search has not been prescribed by (1), (2) or (3) above	b	each	R 50.00

6 **PHOTOCOPIES**			
A3	b	each	R 1.50
A4	b	each	R 1.00
7 **PARKING**			
9.11 Private (Staff)			
9.1.1 Standard Bank	b	each	R 40.00
8 **OTHER**			
Tariffs as detailed in Government Gazette No. 7224 Volume 428; No 22125 dated 9 March, 2001			
9 **ESTATES**			
9.1 Rental - Internal	b	per m²	R 62.00
9.2 Rental - External (Standard Bank building)	b	per m²	R 60.00
10 **TENDER DOCUMENTS**			
10.1 Tender document Administration Fee	b	each	R 80.00
11 **CERTIFICATES**			
11.1 Clearance certificates	b	each	R 35.00
11.2 Valuation certificates	b		R 35.00
a Tarriff exempt from VAT			
b Tarriff is standard rated and VAT inclusive			

COMPUTER GENERATED PLANS

1 **Paper**			
1.1 Plotter prints A0	b	each	R 35.00
1.2 Plotter prints A1	b	each	R 25.00
1.3 A3 (cut sheets)	b	each	R 12.00
1.4 A4 prints Laser & Colour	b	each	R 7.50
2 **Film**			
2.1 A4 Plotter Film	b	each	R 10.00
2.2 A4 Overhead Transparencies	b	each	R 20.00
2.3 A1 Plotter Film	b	each	R 45.00
3 **Extract of digital Data to disc (1,44 MB) first disc**			
First Disc	b	each	R 320.00
Second disc and thereafter	b	each	R 80.00
4 **Search and Inspection Fees**			
4.1 Furnishing mapping information	b	per hour	R 80.00
b Tarriff is standard rated and VAT inclusive			

ENVIRONMENTAL HEALTH

1 **Certifiacte of Acceptability**	b	each	R 65.00
b Tarriff is standard rated and VAT inclusive			

PROMOTION OF ACCESS TO INFORMATION ACT

Part ii of Notice 187 in the Government Gazette on 1 November 2006

1 The fee for a copy of the manual as contemplated in regulation 5(c) is R0.60 for every photocopy of an A4-size page or part thereof.

2 The fees for reproduction referred to in regulation 7(1) are as follows:

a)	For every photocopy of an A4-size page or part thereof	b	R 0.90
b)	For every photocopy of an A4-size page or part thereof held on a computer or in electronic or machine-readable form	b	R 0.60
c)	For a copy in a computer-readable form on -		
	i) stiffy disc	b	R 7.00
	ii) compact disc	b	R 50.00
d)	i) For a transcription of visual images, or an A4-size page or part thereof	b	R 30.00
	ii) For a copy of visual images	b	R 90.00
e)	i) For a transcript of an audio record, or an A4-size page or part thereof	b	R 17.50
	ii) For a copy of an audio record	b	R 25.00

3 The request fee payable by every requester, other than a personal requester, referred to in regulation 7(2) is

4 The access fees payable by a requester referred to in regulation 7(3) are as follows:

(1) a)	For every photocopy of an A4-size page or part thereof	b	R 0.90
b)	For every printed copy of an A4-size page or part thereof held on a computer or in electronic or machine-readable form	b	R 0.60
c)	For a copy in a computer-readable form on -		
	i) stiffy disc	b	R 7.00
	ii) compact disc	b	R 50.00
d)	i) For a transcription of visual images, or an A4-size page or part thereof	b	R 30.00
	ii) For a copy of visual images	b	R 90.00
e)	i) For a transcript of an audio record, or an A4-size page or part thereof	b	R 17.50
	ii) For a copy of an audio record	b	R 25.00
f)	To search for and prepare the record for disclosure, R15.00 for each hour or part of an hour, excluding the first hour, reasonably required for such search and preparation.		

(2) For purposes of section 22(2) of the Act, the following applies:

a) Six hours as the hours to be exceeded before a deposit is payable; and
b) one third of the access fee is payable as a deposit by the requester.

(3) The actual postage is payable when a copy of a record must be posted to a requester.

b Tarriff is standard rated and VAT inclusive

CACADU DISTRICT MUNICIPALITY: DRAFT SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2014/15

ANNEXURE G

Objective	Strategy	Project	Key Performance Indicator	Annual Target 2014/15	Department	GFS	2014/15 Account Number	2014/15 R's	Performance Milestones			
									30 Sep 2014 Target	31 Dec 2014 Target	31 Mar 2015 Target	30 Jun 2015 Target
To provide support to LMs on planning and implementation of bulk water supply projects, contributing to the reduction of the backlog to 5% by 2017	Implementation of water projects as mandated by LMs	Jansenville Water Conservation and Demand Management	Installation of Meters in Jansenville	Meters installed	Planning and Infrastructure Services	Water	01 158 78295	R 1 500 000	25% complete	75% Complete	100% Complete	NA
		Jansenville Water Treatment Works	Jansenville Water Treatment Works	To be determined	Planning and Infrastructure Services	Water	To be determined	R 2 190 000	To be determined	To be determined	To be determined	To be determined
		Nieu-Bethesda Water Treatment Works	Nieu-Bethesda Water Treatment Works	To be determined	Planning and Infrastructure Services	Water	To be determined	R 2 000 000	To be determined	To be determined	To be determined	To be determined
To provide costed infrastructure plan	Appointment of experienced professional team	District Wide Infrastructure Plan	Infrastructure Plan Developed	Five year Infrastructure Plan	Planning and Infrastructure Services	Planning & Development	To be determined	R 1 500 000	Consultant appointed	Study commenced	40% Progress	100% Complete
		Reviewal of the ITP for the District	ITP Reviewed	To be determined	Planning and Infrastructure Services	Planning & Development	To be determined	R 200 000	To be determined	To be determined	To be determined	To be determined
		Technical Town Planning Assistance	Technical Town Planning Assistance to LM's	To be determined	Planning and Infrastructure Services	Planning & Development	To be determined	R 320 000	To be determined	To be determined	To be determined	To be determined
		Planning and Feasibility Studies	Planning and Feasibility Studies in the District	To be determined	Planning and Infrastructure Services	Planning & Development	To be determined	R 1 300 000	To be determined	To be determined	To be determined	To be determined
To promote and co-ordinate integrated spatial planning in the District	Co-ordinate the implementation Spatial Planning and Land Use Management Act (SPLUMA)	Review and Consolidation of Camdeboo Zoning Scheme Regulations	Reviewed Camdeboo Zoning Scheme	Reviewed and Consolidated Zoning Scheme Regulations	Planning and Infrastructure Services	Planning & Development	01 152 78264	R 200 000	Regulations Finalised	N/A	N/A	N/A
To promote integration between spatial planning and transportation planning to achieve sustainable human settlements	Implementation of transportation projects	Construction of a Inter-city Bus-terminal in Graaff Reinet	Construction of Inter-City Bus Terminal in Graaff Reinet	75% Construction of Bus-terminal Complete	Planning and Infrastructure Services	Road Transport	01 154 78255	R 5 000 000	Contractor on site	25% Complete	60% Complete	100% Complete
To provide roads infrastructure from basic service to a higher level in key strategic areas for at least 10 km's per	Implementation of roads projects as mandated by LM's	Rural Roads Asset Management System (RRAMS)	Rural Roads Asset Management System set up.	Visual Assessments and Inventory surveys complete	Planning and Infrastructure Services	Roads	01 154 75360	R 2 110 000	GIS base data 100% set up	50% Visual Assessments of roads complete	Data and GIS Reconciliation and Refinement 100 % complete	Inventory surveys (bridges, culverts, s/w, signage etc.) 100% complete

Objective	Strategy	Project	Key Performance Indicator	Annual Target 2014/15	Department	GFS	2014/15 Account Number	2014/15 R's	Performance Milestones			
									30 Sep 2014 Target	31 Dec 2014 Target	31 Mar 2015 Target	30 Jun 2015 Target
annum over 5 years		Somerset East Roads and Stormwater	Somerset East Roads and Stormwater	To be determined	Planning and Infrastructure Services	Roads	To be determined	300 000	To be determined	To be determined	To be determined	To be determined
		Rietbron EPWP Roads and Stormwater	Rietbron EPWP Roads and Stormwater	To be determined	Planning and Infrastructure Services	Roads	To be determined	R 1 200 000	To be determined	To be determined	To be determined	To be determined
Improving connectivity infrastructure in all nine local municipalities	Rural connectivity infrastructure particularly broadband and mobile phones access	Construction of a Community Library in Alexandria	Provision of a New Community Library in Alexandria	Construction of Library Complete	Planning and Infrastructure Services	Planning & Development	01 205 78421	R 972 000	50% construction of library completed	75% construction of library completed	100% construction of library completed	N/A
DEVELOPMENT PRIORITY 4: COMMUNITY AND SOCIAL SERVICES												
To provide effective fire fighting to all LMs in the district by 2017	Provide fire fighting capacity	Standardisation of Fire Hydrants in the District	Restored and standardised Fire Hydrants in Koukamma, Camdeboo; Blue Crane Route; Sundays River Valley; Ikwezi; and Baviaans	Standardised Hydrants in place for Koukamma, Camdeboo, Blue Crane Route; Ikwezi; Sundays River Valley; Baviaans.	Planning and Infrastructure Services	Public Safety	01 113 78201	R 1 800 000	Contractor on Site	40% completed	75% completed	100% completed
	Provide resources	Construction of Ndlambe Integrated Emergency Response Centre	Station upgrade completed	Construction station Complete	Planning and Infrastructure Services	Public Safety	01 113 78251	R 2 418 212	25% of construction completed	50% of Construction completed	75% of Construction completed	50% of Construction completed
		Koukamma Fire Station	Construction of Koukamma Fire Station	75% of construction complete	Planning and Infrastructure Services	Public Safety	01 113 78251	R 4 500 000	Contractor appointed	25% of construction completed	50% of Construction completed	75% of Construction completed
		Kouga Fire Station	Kouga Fire Station	To be determined	Planning and Infrastructure Services	Public Safety	2 113 78251	R 1 000 000	To be determined	To be determined	To be determined	To be determined
		Blue Crane Route Fire Station	Blue Crane Route Fire Station	To be determined	Planning and Infrastructure Services	Public Safety	3 113 78251	R 1 300 000	To be determined	To be determined	To be determined	To be determined
		Paterson Emergency Disaster Centre	Paterson Emergency Disaster Centre	To be determined	Planning and Infrastructure Services	Public Safety	To be determined	R 5 000 000	To be determined	To be determined	To be determined	To be determined

ANNEXURE "H"

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE CACADU DISTRICT MUNICIPALITY
AS REPRESENTED BY THE EXECUTIVE MAYOR

KHUNJUZWA KEKANA
(HEREIN REFERED TO AS THE 'EMPLOYER')

AND

DAYALAN MURUVEN PILLAY
MUNICIPAL MANAGER
(HEREIN REFERED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR:
1 JULY 2013 - 30 JUNE 2014

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.

1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.

1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

1.5 That the in terms of the MFMA Regulations and Government Gazette Vol. 504, No. 29967 dated 15 June 2007, the **Employee** will obtain the minimum competency requirements to execute his/her function by 2014.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;

2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;

2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;

2.4 monitor and measure performance against set targeted outputs;

2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;

2.6 in the event of outstanding performance, to appropriately reward the employee; and

2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

3.1 This Agreement will commence on the **1st July 2013** and will remain in force until **30th June 2014** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.

3.3 This Agreement will terminate on the termination of the **Employee**'s contract of employment for any reason.

3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out-

4.1.1 the performance objectives and targets that must be met by the **Employee**; and

4.1.2 the time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.

4.2.1 The key objectives describe the main tasks that need to be done.

4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.

4.2.3 The target dates describe the timeframe in which the work must be achieved.

4.2.4 The weightings show the relative importance of the key objectives to each other.

4.3 The **Employee**'s performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer**'s Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.

5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.

5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.

5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.

5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.

5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

5.6 The **Employee**'s assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	**Weighting**
Municipal Institutional Development and Transformation	19,3%
Basic Service Delivery	10,9%
Local Economic Development (LED)	16%
Municipal Financial Viability and Management	30,3%
Good Governance and Public Participation	23,5%
Total	**100%**

5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.

5.8 The CCRs will make up the other 20% of the **Employee**'s assessment score. CCRs that are deemed to be most critical for the **Employee**'s specific job should be selected (√) from the list below as agreed to between the **Employer** and **Employee.** Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	√	**WEIGHT**
Strategic Capability and Leadership		
Programme and Project Management		
Financial Management	compulsory	25
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	compulsory	25
Client Orientation and Customer Focus	compulsory	25
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative an national policy frameworks	√	25
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	**100%**

6. EVALUATING PERFORMANCE

6.1 The Performance Plan (Annexure A) to this Agreement sets out -

6.1.1 the standards and procedures for evaluating the **Employee**'s performance; and

6.1.2 the intervals for the evaluation of the **Employee**'s performance.

6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee**'s performance at any stage while the contract of employment remains in force.

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

6.4 The **Employee**'s performance will be measured in terms of contributions to the goals and strategies set out in the **Employer**'s IDP.

6.5 The annual performance appraisal will involve:

6.5.1 **Assessment of the achievement of results as outlined in the performance plan:**

(a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

(b) An indicative rating on the five-point scale should be provided for each KPA.

(c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 **Assessment of the CCRs**

(a) Each CCR should be assessed according to the extent to which the specified standards have been met.

(b) An indicative rating on the five-point scale should be provided for each CCR.

(c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.

(d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 **Overall rating**

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	**Terminology**	**Description**	**Rating**				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					

Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

6.7.1 Executive Mayor or Mayor;
6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
6.7.4 Mayor and/or municipal manager from another municipality; and
6.7.5 Member of a ward committee as nominated by the Executive Mayor or Mayor.

6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

6.8.1 Municipal Manager;
6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
6.8.4 Municipal manager from another municipality.

6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July – September	**Before end October 2013**
Second quarter	:	October – December	**Before end January 2014**
Third quarter	:	January – March	**Before end April 2014**
Fourth quarter	:	April – June	**Before end January 2015**

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer**'s assessment of the **Employee**'s performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

9.1.1 create an enabling environment to facilitate effective performance by the employee;

9.1.2 provide access to skills development and capacity building opportunities;

9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;

9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

10.1.1 a direct effect on the performance of any of the **Employee**'s functions;

10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

10.1.3 a substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the **Employee**'s performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

11.3 In the case of unacceptable performance, the **Employer** shall –

11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and

11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

12.1 Any disputes about the nature of the **Employee**'s performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus **done and signed** at Port Elizabeth on this the 26th day of **July 2013**

AS WITNESSES:

1. ____________________

2. ____________________

____
EMPLOYEE

AS WITNESSES:

1. ____________________

2. ____________________

____
EXECUTIVE MAYOR/ MAYOR

Cacadu
DISTRICT MUNICIPALITY

CACADU DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Ted Pillay

2013/2014

Municipal Manager

Municipal Managers Office

2013/08/06

PERFORMANCE PLAN : Ted Pillay (Municipal Manager)

2013/2014

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets: September 2013/2014	Targets: December 2013/2014	Targets: March 2013/2014	Targets: June 2013/2014
KPA 1. BASIC SERVICE DELIVERY									
General	100% of SDBIP (operational and capital projects) implemented.	Ensure 100% implementation and spending of SDBIP projects in Infrastructure and Planning Services Department	100% Implementation	SDBIP quarter report and Annual Performance Report	7.7%	1st Q SDBIP REPORT submitted to MAYCO and COUNCIL	2nd Q SDBIP REPORT submitted to MAYCO and COUNCIL	3rd Q SDBIP REPORT submitted to MAYCO and COUNCIL	100% implementation
Improving connectivity infrastructure in all nine local municipalities	Rural connectivity infrastructure particularly broadband and mobile phones access	Implementation of the Provincial Libraries project	100% funds spent on viable improvements to libraries within the District and the promotion of reading	Report to Municipal Manager	2.3%	25% spent	50% spent	75% spent	100%
KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									
To assist Municipalities to achieve and sustain clean audits by 2014 and annually thereafter.	Improve corporate governance systems both in the district and LMs.	100% Implementation of the Automated CDM PMS System in all LM's (MMO00049)	Performance Management Support(PMS) Support to the 9 LM's in CDM with the implementation of the Automated CDM PMS System.	Report	2.3%	50% Implementation of CDM Automated PMS System at LM's	70% Implementation of CDM Automated PMS System at LM's	90 % Implementation of CDM Automated PMS System at LM's	Project Complete
To Improve effectiveness in municipal financial management	improve corporate governance systems both in the district and LMs	Implementation of Records Management System at CDM (MMO00091)	Fully effective Records Management System at CDM Implemented	Report	2.3%	Planning and Development of TOR's	Appointment of Service Provider	System implemented	System implemented and fully effective
General	Co-ordinate recruitment and selection processes	Oversee the development, implementation and evaluation, monotoring of the CDM's EE plan and ensure compliance of the EE Act in the institution	100% implementation of CDM's equity plan as per the target for 12/13	CDM EE Plan	1.5%	Full compliance ito EE Plan targets for 12/13	Full compliance ito EE Paln targets for 12/13	Full compliance ito EE Paln targets for 12/13	Full compliance ito EE Pain targets for 12/13
	Training	Ensuring implementation to CDM's workplace skills plan	100% implementation of employee workspace skills plan in place	Employee workspace skills plan	2.3%	NA	Report against plan	NA	R300,000 spent and recorded as a figure and %
	Render administration support to training	To ensure training and development of staff takes place in the	90% T&D needs addressed	Record of training in accordance with the needs	.8%	Training needs identified at the previous performance	Training needs identified at the previous performance	Training needs identified at the previous performance	Training needs identified at the previous performance

2013/08/06

PERFORMANCE PLAN : Ted Pillay (Municipal Manager)

2013/2014

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets: September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
	and development	Department		through reviews		review addressed	review addressed	review addressed	review addressed
	To implement CDM's marketing strategy	Ensure annual marketing plan is in place	100 % progress reporting against plan	Report on implementation of plan	2.3%	Branding and communication plan in place	Report against plan	Report against plan	Report against plan
	Compliance to National Treasury Competency Requirements	To ensure 100% Compliance to National Treasury Compentency Requirements	100% compliance of unit standards achieved	Reports on unit standards achieved	2.3%	25% of unit standards achieved	50% of unit standards achieved	75% of unit standards achieved	100% of unit standards achieved
To establish an CDM institution to its area of jurisdiction by 2013	Relocation CDM offices to Kirkwood	Development of a project plan and submission to Council on the relocation to Kirkwood	Project plan completed	Project plan	3.8%	NA	NA	Project plan submitted to Mayco	Project plan submitted to Council
KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)									
Broaden economic participation and inclusion by increasing the number and support to small enterprises by 10%.	Promote social economy investments	Ensure the implementation of the REDI intervention	DBSA Grant Funds spent	Report on the REDI implementation	3.1%	Quaterly Report	Quaterly Report	Quaterly Report	Quaterly Report
General	Establishment of District Development Agency	Board of Directors appointed and CDA established	Feasibility study completed. CDA Board Established with full compliment of Board of Directors	Report to Mayoral Committe	3.8%	NA	Investigations undertaken	Business case compiled	Deasibility study completed
	100% of SDBIP (operational and capital projects) implemented.	Ensure 100% implementation and spending of SDBIP projects in Economic Development Department	100% implementation	Quarterly SDBIP Report and Annual Performance Report	7.7%	NA	NA	NA	100% implementation
KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT									
General	Exercise financial control over CDM	Annual approved budget	Approved budget by 31 May	Council minutes	5.4%	NA	Roll-over budgets received	Draft budget approved by 31 March	Budget approved by 31 May
		Income and Expenditure variance not to exceed 10%	Within 10% of actual expenditure	Annual financial statements	.8%	NA	Projected expenditure within 10%	NA	Actual expenditure within 10%
		Control of Financial Resources to meet Council Commitments	Balanced Cash Flow	Financial Records	2.3%	Quarterly Financial Report	Quarterly Financial Report	Quarterly Financial Report	Quarterly Financial Report
	Timeously	Delivery of financial	Delivery of	Proof of delivery	6.2%	Financial Statements	NA	NA	NA

2013/08/06

PERFORMANCE PLAN : Ted Pillay (Municipal Manager)

2013/2014

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets: September 2013/2014	Targets: December 2013/2014	Targets: March 2013/2014	Targets: June 2013/2014
	completion of Financial Statements ito of legislation	statements to OAG on or before 31 August	statements by 31 August annually			delivered			
	100% of SDBIP (operational and capital projects) implemented.	Ensure 100% implementation and spending of SDBIP projects in Finance and Corporate Services Department	100% implementation	Quarterly SDBIP Report and Annual Performance Report	7.7%	NA	NA	NA	100%
	To ensure financial sustainability	Compilation of a Annual Financial Sustainability Report	Delivery of an Annual Financial Sustainability Report	Report to Council	1.5%	NA	NA	Delivery of a quarterly Financial Sustainability Report	NA
	Lobby for funding	4 Successful submissions to sector departments / possible funders	Increased funding or investment as result of submissions	Reports/copies of submissions	3.8%	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders
KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
General	Spatial Development Framework Compliance of 9 Local Municipalities	An approved SDF and IDP	IDP approved by 31 May annually	Council minutes	4.6%	Analysis phase commenced	Projects registered on the system	Draft IDP submitted to Council	Approved IDP by Council
	To ensure that the PMS is implemented and maintained in accordance with Legislation	100% of CDM employees under the PMS and reviewed	100% of employees under PMS and reviewed	Plans availabe for inspection	1.5%	100% employees with plans signed and reviewed	100% employees with plans signed and reviewed	100% employees with plans signed and reviewed	100% employees with plans signed and reviewed
	Exercise financial control over CDM	Receipt of a Clean Audit Report	Clean Audit Report	Clean Audit Report from AG	4.6%	NA	Response provided ito Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	NA
	Ensure that the Municipality complies with Legislation applicable to it	Full compliance with OHASA	4 x checklists	4 x quarterly meetings	1.5%	1st checklist completed and quarterly meeting held	2nd checklist completed and quarterly meeting held	3rd checklist completed and quarterly meeting held	4th checklist completed and quarterly meeting held
	Ensure the ongoing partnership agreements with NMMM	Implementation of the partnership agreement with other municipalities	Report to Council on the success of partnership agreements	Partnership agreement in place and end-year report	1.5%	NA	Report on progress wrt partnership	Report on progress wrt partnership	Annual report
	Communication	Ensure conformance to	100%	Quarterly report	2.3%	Report against plan	Report against plan	Report against plan	Report against plan

2013/08/06

PERFORMANCE PLAN : Ted Pillay (Municipal Manager)

2013/2014

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets: September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
	and continuous improvement strategy	CDM's communication strategy plan	implementation of CDM's communication strategy plan	on implementation					
	A legally compliant municipality	Financial obligations required by MFMA adhered to in accordance with National Treasury MFMA implementation priorities including implementation of all relevant legislation to Local Government	100%MFMA implemented in accordance with implementation priorities	MFMA NT checklist completed	3.8%	Alignment to implementation priorities	Alignment to implementation priorities	Alignment to implementation priorities	MFMA implemented in accordance with implementation priorities
		No Exceptions raised in Internal and External Audit Reports	100% compliance to internal controls	Internal Audit reports and AG Reports	3.8%	NA	Response provided ito Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	NA
	Risk Management	Ensure that sufficient and effective controls are in place to manage risks in the institution	100% controls in place to manage risks	Internal Audit reports	3.1%	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks
	Exercises budget control in order to prevent over/ unauthorized expenditure. This includes	100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance	Internal and External Audit Reports	3.1%	100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy

CORE COMPETENCY REQUIREMENTS (CCR's) : Ted Pillay (Municipal Manager)

2013/2014

Core Competency Requirement	Annual Target	Proof	Weighting	Targets: September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
CCR 2. OCCUPATIONAL							
Financial Management	Displays standard recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	25%	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays standard recommended in the MSA competency guidelines
People Management and Empowerment	Displays standard recommended in the MSA competency	Evidence of standard achieved as documented in a	25%	Evidence of achievement / working towards the standard recommended in the MSA	Evidence of achievement / working towards the standard recommended in the MSA	Evidence of achievement / working towards the standard recommended in the MSA	Displays standard recommended in the MSA competency

2013/08/06

CORE COMPETENCY REQUIREMENTS (CCR's) : Ted Pillay (Municipal Manager)

2013/2014

Core Competency Requirement	Annual Target	Proof	Weighting	Targets: September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
	guidelines	written report		competency guidelines	competency guidelines	competency guidelines	guidelines
Client orientation and Customer Focus	Displays standard recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	25%	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays standard recommended in the MSA competency guidelines
Interpretation of and implementation within the legislative and national policy frameworks	Displays standard recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	25%	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays standard recommended in the MSA competency guidelines

2013/08/06

ANNEXURE "I"

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE CACADU DISTRICT MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER

DAYALAN MURUVEN PILLAY
(HEREIN REFERED TO AS THE 'EMPLOYER')

AND

BHEKUYISE MAKEDAMA
DIRECTOR: PLANNING AND INFRASTRUCTURE SERVICES
(HEREIN REFERED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR:
1 JULY 2013 - 30 JUNE 2014

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".

1.2 Section 57(1)(b) of the Systems Act, refer to "subject to a separate performance agreement concluded annually", read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.

1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.

1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) of the Systems Act refer to "performance objectives and targets that must be met, and the time frames within which those performance objectives and targets must be met"and 57(5) which states that "the performance objectives and targets referred to in subsection (4)(a) must be practical, measurable and based on the key performance indicators set out from time to time in the municipality's integrated development plan.

1.5 That the in terms of the MFMA Regulations and Government Gazette Vol. 504, No. 29967 dated 15 June 2007, the **Employee** will obtain the minimum competency requirements to execute his/her function is achieved by 2014.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;

2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;

2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;

2.4 monitor and measure performance against set targeted outputs;

2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;

2.6 in the event of outstanding performance, to appropriately reward the employee; and

2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

3.1 This Agreement will commence on the **1st July 2013** and will remain in force until **30th June 2014** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.

3.3 This Agreement will terminate on the termination of the **Employee**'s contract of employment for any reason.

3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out-

4.1.1 the performance objectives and targets that must be met by the **Employee**; and

4.1.2 the time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.

4.2.1 The key objectives describe the main tasks that need to be done.

4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.

4.2.3 The target dates describe the timeframe in which the work must be achieved.

4.2.4 The weightings show the relative importance of the key objectives to each other.

4.3 The **Employee**'s performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer**'s Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.

5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.

5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee.**

5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.

5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.

5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

5.6 The **Employee**'s assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee:**

Key Performance Areas (KPA's)	**Weighting**
Municipal Institutional Development and Transformation	9.8%
Basic Service Delivery	56.9%
Local Economic Development (LED)	4.9%
Municipal Financial Viability and Management	15.7%
Good Governance and Public Participation	12.7%
Total	**100%**

5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.

5.8 The CCRs will make up the other 20% of the **Employee**'s assessment score. CCRs that are deemed to be most critical for the **Employee**'s specific job should be selected (√) from the list below as agreed to between the **Employer** and **Employee.** Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	√	**WEIGHT**

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	√	**WEIGHT**
Financial Management		
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	√	25
Client Orientation and Customer Focus	√	15
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative an national policy frameworks		
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation and Negotiation		
Skills in Governance		
Competence as required by other national line sector departments		
Display and guidance of Programme and Project and Fund Management	√	35
Application of Strategic Capability and Leadership	√	25
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	**100%**

6. EVALUATING PERFORMANCE

6.1 The Performance Plan (Annexure A) to this Agreement sets out -

6.1.1 the standards and procedures for evaluating the **Employee**'s performance; and

6.1.2 the intervals for the evaluation of the **Employee**'s performance.

6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee**'s performance at any stage while the contract of employment remains in force.

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

6.4 The **Employee**'s performance will be measured in terms of contributions to the goals and strategies set out in the **Employer**'s IDP.

6.5 The annual performance appraisal will involve:

6.5.1 **Assessment of the achievement of results as outlined in the performance plan:**

(a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

(b) An indicative rating on the five-point scale should be provided for each KPA.

(c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 **Assessment of the CCRs**

(a) Each CCR should be assessed according to the extent to which the specified standards have been met.

(b) An indicative rating on the five-point scale should be provided for each CCR.

(c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.

(d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 **Overall rating**

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					

Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

6.7.1 Executive Mayor;
6.7.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
6.7.4 Mayor and/or municipal manager from another municipality; and
6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

6.8.1 Municipal Manager;
6.8.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
6.8.4 Municipal manager from another municipality.

6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July – September	**Before end October 2013**
Second quarter	:	October – December	**Before end January 2014**
Third quarter	:	January – March	**Before end April 2014**
Fourth quarter	:	April – June	**Before end January 2015**

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer**'s assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

9.1.1 create an enabling environment to facilitate effective performance by the employee;

9.1.2 provide access to skills development and capacity building opportunities;

9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;

9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

10.1.1 a direct effect on the performance of any of the **Employee**'s functions;

MS

10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

10.1.3 a substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the **Employee**'s performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

11.2.3 A pro rata bonus will be payable to the Employee based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -.

That the evaluation period be no less than 6 months
That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

11.3 In the case of unacceptable performance, the **Employer** shall –

11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and

11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

12.1 Any disputes about the nature of the **Employee**'s performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4) (e) of the Municipal Performance Regulations, 2006, which states that "for purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel must be constituted", within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and **signed** at Port Elizabeth on this the 26th day of July **2013**

AS WITNESSES:

1. ____________________

2. ____________________

EMPLOYEE

AS WITNESSES:

1. ____________________

2. ____________________

MUNICIPAL MANAGER

CACADU DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Bhekuyise Makedama

2013/2014

Director: Infrastructure and Planning

Planning and Infrastructure Services

2013/08/06

PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)

2013/2014

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets: September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
KPA 1. BASIC SERVICE DELIVERY									
To support LMs in ensuring that all communities have access to decent sanitation by 2017	Implementation of sanitation projects as mandated by LMs	Upgrade and Increase the capacity of the Waste Water Treatment Works for the community of Nieu-Bethesda (R7, 848, 939) (INF00045)	Waste water treatment works extended	Report	3.9%	Contractor appointed	Contractor on site	50% completed	100% completed
		Makana settlement areas (infill's) with reticulated sewer network (R2,500,00) (INF00088)	Sewer reticulation 75% Complete	Report	4.9%	Appointment of a contractor	25% Construction complete	50% Construction complete	75% Construction completed
		Demolishing of old dry toilet systems in the former DMA (R250,000) (INF00089)	100% demolish of dry toilet system	Report	2%	12 Zone meters installed	18 Zone meters in total installed	24 Zone meters installed - project complete	NA
To provide support to LMs on planning and implementation of bulk water supply projects, contributing to the reduction of the backlog to 5% by 2017	Implementation of water projects as mandated by LMs	Installation of 24 Zone Meters in Jansenville (R400,000) (INF00019)	24 Zone Meters installed	Report	3.9%	12 Zone meters installed	18 Zone meters in total installed	24 Zone meters installed - project complete	NA
Ensure that WSA/WSP functions have been reviewed and concluded by 2015	WSA/WSP Review	Assessment of WSA function in all 9 LM's (R400,000) (INF00023)	WSA Assessment complete in 9 LM's	Report	3.9%	25% progress	50%	100% Complete	Project Complete
To promote integration between spatial planning and transportation planning to achieve sustainable human settlements	Implementation of transportation projects	500m of Sidewalks and walkways constructed in Kareedouw in Koukamma (R600,000) (INF00025)	500m of Sidewalks and walkways constructed in Kareedouw in Koukamma	Report	3.9%	Contractor on site	50% complete	100% complete	NA
		Develop an SDF (R500,000) (INF00027)	An SDF of Cacadu developed	Report	2%	100 % Complete	N/A	NA	NA

2013/08/06

PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)

2013/2014

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
		Construction of Inter-City Bus Terminal in Graaff Reinet (R2,849,206) (INF00026)	75% Construction of Bus-terminal Complete	Report	4.9%	Project advertised	Contractor on site	25% Complete	75% Complete
To provide roads infrastructure from basic service to a higher level in key strategic areas for at least 10 kms per annum over 5 years	Implementation of roads projects as mandated by LMs	Upgrade of Rietbron Roads & Stormwater Infrastructure (R6,000,000) (INF00028)	500m of internal access roads paved, and 80 work opportunities created	Report	6.9%	10% of construction completed	40% of construction completed	75% of construction completed	100% of construction completed
		Streets paved and storm water drainage complete in Somerset East (Phase 2) (R150,000) (INF00029)	Phase 2 completed	Report	2%	80% Phase 2 of project completed	Project complete	NA	NA
		Rural Roads Asset Management System set up (1,902,000) (INF00090)	Visual Assessments and Inventory surveys complete	Report	2%	GIS base data 100% set up	50% Visual Assessments of roads complete	Data and GIS Reconciliation and Refinement 100 % complete	Inventory surveys (bridges, culverts, s/w, signage etc.) 100% complete
To provide support on cleanliness of the towns and townships and to mitigate health risks posed by each landfill site in all the 9 LMs by 2017	Implementaion of the waste management plan	Legal Waste sites Licenced for Kou-kamma, and Ndlambe achieved (R500,000) (INF00085)	EIA applications submitted to DEDEA for Kou-kamma, and Ndlambe	Report	2.9%	Service Provider for basic assessment appointed	Basic assessment Report submitted	Full EIA process commences	EIA Applications submitted to DEDEA
Improving connectivity infrastructure in all nine local municipalities	Rural connectivity infrastructure particularly broadband and mobile phones access	Provision of a New Community Library in Riebeeck East (R300,000) (INF00079)	Construction of Library Complete	Report	2%	50% construction of library completed	100% construction of library completed	NA	NA
		Provision of a New Community Library in Alexandria (R500,000) (INF00081)	Construction of Library Complete	Report	2.9%	Contractor appointed	25% construction of library completed	70% construction of library completed	100% construction of library
To provide effective fire fighting to all LMs in the district by 2017	Provide fire fighting capacity	Restored and standardised Fire Hydrants in Koukamma,	Standardised Hydrants in place for Kouga and Koukamma,	Report	2%	Service Provider appointed	25% completed	50% completed	100% completed

2013/08/06

PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)

2013/2014

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets: September 2013/2014	Targets: December 2013/2014	Targets: March 2013/2014	Targets: June 2013/2014
		Camdeboo and Kouga (R3,000,000) (INF00068)	Camdeboo						
		Agreements entered into for LM's for the provision of Fire Services	Agreements of all LM's in place	Agreements	2%	NA	3 Agreements	3 Agreements	3 Agreements
	Provide resources	Satellite station upgrade completed in Ndlambe (R2,500,000) (INF00069)	Refurbishment of a satellite station Complete	Report	3.9%	Contractor appointed	25% of refurbishment completed	50% of refurbishment completed	100% of refurbishment completed
		Construction of fire station in BCRM (R500,000) (INF00070)	Fire station Constructed	Report	1%	Contractor on site	50% of construction completed	100% of construction completed	NA
KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									
General	Training	To ensure training and development takes place in accordance of the requiremnts of the department	100% of the department's T&D needs identified through reviews sent to SDO	Record of training in accordance with the needs of the department through reviews	2%	Training needs identified at the previous performance review and trg information sent to SDO for further action	Training needs identified at the previous performance review and trg information sent to SDO for further action	Training needs identified at the previous performance review and trg information sent to SDO for further action	Training needs identified at the previous performance review and trg information sent to SDO for further action
	Compliance to National Treasury Competency Requirements	To ensure 100% Compliance to National Treasury Compentency Requirements	100% compliance of unit standards achieved	Reports on unit standards achieved	1%	15% of unit standards achieved	30% of unit standards achieved	45% of unit standards achieved	50% of unit standards achieved
To establish an CDM Institution to its area of jurisdiction by 2013	Relocation CDM offices to Kirkwood	Development of a project plan and submission to Council on the relocation to Kirkwood	Project plan completed	Project plan	6.9%	NA	NA	Project plan submitted to Mayco	Project plan submitted to Council
KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)									
General	Lobby for funding	4 Successful submissions to sector departments / possible funders for Planning and Infrastructure projects	Increased funding or investment as result of submissions and presentations	Reports/copies of submissions	4.9%	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders
KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT									

BHM [signatures] MS

PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)

2013/2014

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets: September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
General	Exercise financial control over CDM	Department operating and capital expenditure within budget (excluding project budget)	Within 10% of budget	Annual financial statements	2%	Within 10% of budget	Within 10% of budget	Within 10% of budget	Within 10% of budget
	Ensure that capacity support to LMs is given priority	Implementation of the CDM Capacity building strategy - Infrastructure Services	Evidence of other support to LM's	Plan and 3 reports	3.9%	Capacity building plan for Infrastructure Services Developed	Report to Capacity Building Manager	Report to Capacity Building Manager	Report to Capacity Building Manager
	Adherence to budgetary matters	Project expenditure to be between 90% and 100%	Between 90% and 100%	Annual financial statements	9.8%	5%	35%	70%	90 > 100%
KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
To ensure that the IDPs of the LMs are in place and are annually reviewed	Support LMs on the development of IDPs	An approved IDP	IDP approved by 31st May annually	Council minutes	2%	Analysis phase commenced	Consultation completed	Draft IDP submitted to Council	IDP Adopted
General	To ensure that the PMS is implemented and maintained in accordance with Legislation	100% reviews done and performance challenges addressed ito targets in Performance Plans	100% of indicators achieved	Performance review reports for 4Q's	1%	100% of performance plans signed off on the PMS System and 100% performance challenges addressed through 1Q reviews	100% 2Q reviews done and performance challenges addressed ito targets in Performance Plans	100% 3Q reviews done and performance challenges addressed ito targets in Performance Plans	100% 4Q reviews done and performance challenges addressed ito targets in Performance Plans
	To ensure that the Department complies with legislation applicable to it	Completion of the OHASA quarterly safety checklist and Safety Standards adhered to	4 x checklists and 4 quarterly meetings	4 x checklists and minutes of meetings	1%	1st checlist completed and quarterly meeting held1	2nd checlist completed and quarterly meeting held	3rd checlist completed and quarterly meeting held	4th checlist completed and quarterly meeting held
	Risk Management	Ensure that sufficient and effective controls are in place to managemen risks in the institution	100% controls in place to manage risks	Internal Audit reports	1%	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks
	Exercises budget control in order to prevent over/ unauthorized expenditure. This includes	100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance	Internal and External Audit Reports	3.9%	100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy
	A legally compliant municipality	No Exceptions raised in Internal	100% compliance to	Internal Audit reports and AG	2%	NA	Response provided ito Draft Management letter	Receipt of a Clean Audit report and inclusion of	NA

PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)

2013/2014

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets: September 2013/2014	Targets: December 2013/2014	Targets: March 2013/2014	Targets: June 2013/2014
		and External Audit Reports	internal controls	Reports				same in annual report	
To mitigate disaster events in all LMs by 2017	Provide capacity to LMs on Disaster Management	Assist local municipalities in developing their disaster plans	Disaster Plans to be adpoted for	council resolutions of Various local Municipalities	2%	First draft tabled to the forums of 4 Municipalities	First Draft of the other 4 Municiplaities tabled in respective forums	Draft documents go through various structures of various Municipalities	8 local Municiplaity disaster plans adopted

CORE COMPETENCY REQUIREMENTS (CCR's) : Bhekuyise Makedama (Director: Infrastructure and Planning)

2013/2014

Core Competency Requirement	Annual Target	Proof	Weighting	Targets			
				September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
CCR 1. MANAGERIAL							
Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	25%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
Programme and Project Management	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	35%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
CCR 2. OCCUPATIONAL							
People Management and Empowerment	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	25%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Client orientation and Customer Focus	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	15%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly

BHM DT CNB MF

ANNEXURE "J"

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE CACADU DISTRICT MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER

DAYALAN MURUVEN PILLAY
(HEREIN REFERED TO AS THE 'EMPLOYER')

AND

PUMELELO KATE
DIRECTOR: ECONOMIC DEVELOPMENT
(HEREIN REFERED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR:
1 JULY 2013 - 30 JUNE 2014

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.

1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.

1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

1.5 That the in terms of the MFMA Regulations and Government Gazette Vol. 504, No. 29967 dated 15 June 2007, the **Employee** will obtain the minimum competency requirements to execute his/her function is achieved by 2014.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;

2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;

2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;

2.4 monitor and measure performance against set targeted outputs;

2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;

2.6 in the event of outstanding performance, to appropriately reward the employee; and

2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

3.1 This Agreement will commence on the **1st July 2013** and will remain in force until **30th June 2014** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.

3.3 This Agreement will terminate on the termination of the **Employee**'s contract of employment for any reason.

3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out-

4.1.1 the performance objectives and targets that must be met by the **Employee**; and

4.1.2 the time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.

4.2.1 The key objectives describe the main tasks that need to be done.

4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.

4.2.3 The target dates describe the timeframe in which the work must be achieved.

4.2.4 The weightings show the relative importance of the key objectives to each other.

4.3 The **Employee**'s performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer**'s Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.

5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.

5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.

5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.

5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.

5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

5.6 The **Employee**'s assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	3.64%
Basic Service Delivery	0
Local Economic Development (LED)	52.74%
Municipal Financial Viability and Management	18.18
Good Governance and Public Participation	25.46%
Total	**100%**

5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.

5.8 The CCRs will make up the other 20% of the **Employee**'s assessment score. CCRs that are deemed to be most critical for the **Employee**'s specific job should be selected (√) from the list below as agreed to between the **Employer** and **Employee.** Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	√	**WEIGHT**
Strategic Capability and Leadership	√	25
Programme and Project Management	√	25
Financial Management	√	15
Change Management		

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	√	**WEIGHT**
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment		5
Client Orientation and Customer Focus	√	10
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative an national policy frameworks	√	5
Knowledge of Performance Management and Reporting	√	5
Knowledge of global and South African specific political, social and economic contexts	√	5
Competence in policy conceptualisation, analysis and implementation	√	5
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	**100%**

6. EVALUATING PERFORMANCE

6.1 The Performance Plan (Annexure A) to this Agreement sets out -

6.1.1 the standards and procedures for evaluating the **Employee**'s performance; and

6.1.2 the intervals for the evaluation of the **Employee**'s performance.

6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

6.4 The **Employee**'s performance will be measured in terms of contributions to the goals and strategies set out in the **Employer**'s IDP.

6.5 The annual performance appraisal will involve:

6.5.1 **Assessment of the achievement of results as outlined in the performance plan:**

(a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

(b) An indicative rating on the five-point scale should be provided for each KPA.

(c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 **Assessment of the CCRs**

(a) Each CCR should be assessed according to the extent to which the specified standards have been met.

(b) An indicative rating on the five-point scale should be provided for each CCR.

(c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.

(d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 **Overall rating**

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	**Terminology**	**Description**	**Rating**				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					

Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

6.7.1 Executive Mayor;
6.7.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
6.7.4 Mayor and/or municipal manager from another municipality; and
6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

6.8.1 Municipal Manager;
6.8.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
6.8.4 Municipal manager from another municipality.

6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July – September	**Before end October 2013**
Second quarter	:	October – December	**Before end January 2014**
Third quarter	:	January – March	**Before end April 2014**
Fourth quarter	:	April – June	**Before end January 2015**

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer**'s assessment of the **Employee**'s performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

9.1.1 create an enabling environment to facilitate effective performance by the employee;

9.1.2 provide access to skills development and capacity building opportunities;

9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;

9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

10.1.1 a direct effect on the performance of any of the **Employee**'s functions;

10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

10.1.3 a substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the **Employee**'s performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

11.2.3 A pro rata bonus will be payable to the Employee based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -.

That the evaluation period be no less than 6 months

That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

11.3 In the case of unacceptable performance, the **Employer** shall –

11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and

11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

12.1 Any disputes about the nature of the **Employee**'s performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus **done** and **signed** at Port Elizabeth on this the 26th day of January 2013

AS WITNESSES:

1. ____________________

2. ____________________

____
EMPLOYEE

AS WITNESSES:

1. ____________________

2. ____________________

____
MUNICIPAL MANAGER

CACADU DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Pumelelo Kate

2013/2014

Director: Economic Development

Economic Development

PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)

2013/2014

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets: September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									
General	Training	Training takes place in accordance with the needs identified through the performance reviews	100% T&D addressed according to the needs identified in the performance reviews	Record of training in accordance with Performance reviews	1.8%	100% T&D in accordance to need of the department through performance reviews	100% T&D in accordance to need of the department through performance reviews	100% T&D in accordance to need of the department through performance reviews	100% T&D in accordance to need of the department through performance reviews
	Compliance to National Treasury Competency Requirements	To ensure 100% Compliance to National Treasury Competency Requirements	100% compliance of unit standards achieved	Reports on unit standards achieved	1.8%	25% of unit standards achieved	50% of unit standards achieved	75% of unit standards achieved	100% of unit standards achieved
KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)									
Broaden economic participation and inclusion by increasing the number and support to small enterprises by 10%.	Facilitate community and worker participation in share ownership	Mobilise Funding Partners for the Implementation of the Pellet Factory (R100,000) (DEV00076)	To mobilise funding for the Pellet Factory	Report	1.8%	Project manager appointed	Pre-establishment report completed and submitted to Council	Lobbying for funding and Stakeholder engagement	Implementation plan developed
	Promote social economy investments	4 SMME and Cooperatives development programmes implemented (1,200,000) (DEV00078)	2 SMME programmes from LMs supported. 2 Cooperatives supported.	Report	5.5%	Invite new proposals from LMs. Review proposals and submit to Mayco for approval.	PSC established for approved projects. SLAs signed with successful LMs on SMME programmes.	Monitor Implementation and submit progress report to Mayco	Progress reports for projects funded is submitted to Council.
		3 REDI projects implemented Grain strategy, Project profiling, CSAP) (R550,000) (DEV00092)	Projects implemented	Report	5.5%	20% of REDI projects implemented	45% of REDI projects implemented	70% of REDI projects implemented	100% of REDI projects implemented
		Trade and Investment Web-based system developed and continually updated	Functional Website in place	Website	3.6%	Develop content	Trade and investment portal finalised	Launch Website	Functional Website in place
Invest in natural capital to contribute to government's target of creating 20,000 'green'jobs by	Create new generation green jobs rooted in renewable energy	Determine the feasibility of an integrated waste to energy cluster (R600,000) (DEV00055)	Feasibility study complete	Report	3.6%	Service provider appointed	Waste streams identified and related volumes determined	SMME opportunities identified	Feasibility study complete
	Grow rural	To support at least	1 tourism	Report	3.6%	Terms of reference and	Approval of identified and	Design and construction	Addo Route signs erected

CNB 2013/08/06

PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)

2013/2014

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets: September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
2020.	tourism economy	1 tourism infrastructure projects by installing signage for the Greater Addo Tourism Route (R1,000,000) (DEV00056)	infrastructure projects supported- Greater Addo Tourism Route			specifications completed and Service Provider appointed	confirmed sites by regulating bodies	of signs	
		To conduct review and implementation of tourism marketing strategy (R2,000,000) (DEV00057)	Tourism marketing strategy reviewed and implemented	Report	3.6%	Review and implementation plan of the Tourism Marketing strategy completed.	Participation at the Getaway show; Preparations and confirmation for the Tourism Indaba; Monthly Getaway for Locals; Placements in at least 2 media channels, summer campaign	Placements in at least 2 media channels; Winter Campaign; Printing 7 wonders area brochures	Participate at Tourism Indaba, Winter Campaign roll out; Placements in at least 2 media channels; Support at least to 2 Festivals in the District
		To support at least 3 LTO (600,000) (DEV00058)	3 LTO's supported	Report	3.6%	Request for project proposals.	Proposals reviewed, evaluated and submitted to Mayoral Committee for approval	3 LTO projects funded, implemented and monitored	Funded Projects implemented and funds spent according to project plan and Monitor
		Install billboard in Makana and Baviaans (R400,000) (DEV00059)	Billboards installed	Report	3.6%	Terms of reference and specifications completed and service provider appointed	Basic Assessment and site identification conducted for erection of billboard and Site agreement signed with the land owner for installing Billboards	Site agreement signed with the land owner and Site plans and designs completed	All Billboards installed and Close-out report submitted to MC
		Funding Support to Wilderness Foundation Training Programme (Umzi Wethu) for 6 district partcipants (R500,000) (DEV00061)	Umzi Wethu supported through transfer of funding for skills development and capacity building	Report	3.6%	6 participants from the District selected and training commenced	Training in progress	Half year progress report submitted	Training programme completed and close-out report to MC
Developing skills and education base by increasing the number of semi-skilled and skilled by 10%.	Develop skills transfer partnerships between established and emerging farmers	Mentorship programme institutionalized and evaluated in 7 LMs (2,150,000) (DEV00067)	12 Emerging farmers projects mentored in 7 LM and experiences documented	Report	5.5%	5 pilot projects and 7 roll-out projects are implemented and monitored	2nd 12 month cycle for 2 roll-out projects evaluated	2nd 12 month cycle for 2 roll-out projects evaluated	5 pilot projects concluded and evaluated. 7 roll-out projects implemented and TOR's for 5 additional roll-out projects prepared.
General	Lobby for funding	4 Successful submissions to sector departments /	Increased funding or investment as result of submissions and	Reports/copies of submissions	9.1%	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders

CB

2013/08/06

PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)

2013/2014

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets: September 2013/2014	Targets: December 2013/2014	Targets: March 2013/2014	Targets: June 2013/2014
		possible funders for Economic Development projects	presentations						
KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT									
General	Exercise financial control over CDM	At least 90% of project budget implemented	90% of project budget Implemented	Annual financial statements	18.2%	NA	Projected expenditure within 10%	NA	90% of project budget implemented
KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
General	Ensure that capacity support to LMs is given priority	Implementation of the CDM Capacity building strategy - Economic Development	Evidence of assistance to 9 LM's	Plan and reports	5.5%	Draft capacity building and support program developed	Report tabled and confirmed with LM's	Report to Capacity Building Manager	Evidence of assistance to 9 LM's
		Implementation of 2 projects from partnership with other city municipalities	Implementation of project arising out of partnership	Reports	3.6%	Quarterly Report	Quarterly Report	Quarterly Report	Quarterly Report on Implementation of project arising out of partnership
	To ensure that the Department complies with legislation applicable to it	Completion of the OHASA quarterly safety checklist and Safety Standards adhered to	4 x checklists and 4 quarterly meetings	4 x checklists and minutes of meetings	1.8%	1st checlist completed and quarterly meeting held1	2nd checlist completed and quarterly meeting held	3rd checlist completed and quarterly meeting held	4th checlist completed and quarterly meeting held
	Risk Management	Ensure that sufficient and effective controls are in place to manage risks in the institution	100% controls in place to manage risks	Internal Audit reports	3.6%	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks
	Exercises budget control in order to prevent over/ unauthorized expenditure. This includes	100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance	Internal and External Audit Reports	7.3%	100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy
	A legally compliant municipality	No Exceptions raised in Internal and External Audit Reports	100% compliance to internal controls	Internal Audit reports and AG Reports	3.6%	NA	Response provided ito Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	NA

2013/08/06

CORE COMPETENCY REQUIREMENTS (CCR's) : Pumelelo Kate (Director: Economic Development)

2013/2014

Core Competency Requirement	Annual Target	Proof	Weighting	Targets			
				September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
CCR 1. MANAGERIAL							
Strategic Capability and Leadership	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	25%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Programme and Project Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	25%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
CCR 2. OCCUPATIONAL							
Financial Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	15%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Client orientation and Customer Focus	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	10%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Competence in policy conceptualisation, analysis and implementation	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	5%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
People Management and Empowerment	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	10%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
Interpretation of and implementation within the legislative and national policy frameworks	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	10%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly

CMB

2013/08/06

ANNEXURE "K"

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE CACADU DISTRICT MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER

DAYALAN MURUVEN PILLAY
(HEREIN REFERED TO AS THE 'EMPLOYER')

AND

DANIEL JOHANNES DE LANGE
DIRECTOR: FINANCE AND CORPORATE SERVICES
(HEREIN REFERED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR:
1 JULY 2013 - 30 JUNE 2014

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.

1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.

1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

1.5 That the in terms of the MFMA Regulations and Government Gazette Vol. 504, No. 29967 dated 15 June 2007, the **Employee** will obtain the minimum competency requirements to execute his/her function is achieved by 2014.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;

2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;

2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;

2.4 monitor and measure performance against set targeted outputs;

2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;

2.6 in the event of outstanding performance, to appropriately reward the employee; and

2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

3.1 This Agreement will commence on the **1st July 2013** and will remain in force until **30th June 2014** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.

3.3 This Agreement will terminate on the termination of the **Employee**'s contract of employment for any reason.

3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out-

4.1.1 the performance objectives and targets that must be met by the **Employee**; and

4.1.2 the time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.

4.2.1 The key objectives describe the main tasks that need to be done.

4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.

4.2.3 The target dates describe the timeframe in which the work must be achieved.

4.2.4 The weightings show the relative importance of the key objectives to each other.

4.3 The **Employee**'s performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer**'s Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.

5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.

5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee.**

5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.

5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.

5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

5.6 The **Employee**'s assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee:**

Key Performance Areas (KPA's)	**Weighting**
Municipal Institutional Development and Transformation	19.8%
Basic Service Delivery	1.2%
Local Economic Development (LED)	0%
Municipal Financial Viability and Management	50%
Good Governance and Public Participation	29.1
Total	**100%**

5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.

5.8 The CCRs will make up the other 20% of the **Employee**'s assessment score. CCRs that are deemed to be most critical for the **Employee**'s specific job should be selected (√) from the list below as agreed to between the **Employer** and **Employee.** Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	√	**WEIGHT**
Strategic Capability and Leadership	√	25
Programme and Project Management		
Financial Management	√	25
Change Management		
Knowledge Management		

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	√	**WEIGHT**
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	√	25
Client Orientation and Customer Focus		
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative an national policy frameworks	√	25
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Skills in Mentorship		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	**100%**

6. EVALUATING PERFORMANCE

6.1 The Performance Plan (Annexure A) to this Agreement sets out -

6.1.1 the standards and procedures for evaluating the **Employee**'s performance; and

6.1.2 the intervals for the evaluation of the **Employee**'s performance.

6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee**'s performance at any stage while the contract of employment remains in force.

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

6.4 The **Employee**'s performance will be measured in terms of contributions to the goals and strategies set out in the **Employer**'s IDP.

6.5 The annual performance appraisal will involve:

6.5.1 **Assessment of the achievement of results as outlined in the performance plan:**

(a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

(b) An indicative rating on the five-point scale should be provided for each KPA.

(c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 **Assessment of the CCRs**

(a) Each CCR should be assessed according to the extent to which the specified standards have been met.

(b) An indicative rating on the five-point scale should be provided for each CCR.

(c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.

(d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 **Overall rating**

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					

Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

6.7.1 Executive Mayor;
6.7.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
6.7.4 Mayor and/or municipal manager from another municipality; and
6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

6.8.1 Municipal Manager;
6.8.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
6.8.4 Municipal manager from another municipality.

6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July – September	**Before end October 2013**
Second quarter	:	October – December	**Before end January 2014**
Third quarter	:	January – March	**Before end April 2014**
Fourth quarter	:	April – June	**Before end January 2015**

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer**'s assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

9.1.1 create an enabling environment to facilitate effective performance by the employee;

9.1.2 provide access to skills development and capacity building opportunities;

9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;

9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

10.1.1 a direct effect on the performance of any of the **Employee**'s functions;

10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

10.1.3 a substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

11.2.3 A pro rata bonus will be payable to the Employee based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -.

That the evaluation period be no less than 6 months
That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

11.3 In the case of unacceptable performance, the **Employer** shall –

11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and

11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

12.1 Any disputes about the nature of the **Employee**'s performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer.**

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus **done** and **signed** at PORT ELIZABETH on this the 26th day of JULY 2013

AS WITNESSES:

1. ____________________

2. ____________________

EMPLOYEE

AS WITNESSES:

1. ____________________

2. ____________________

MUNICIPAL MANAGER

CACADU DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Danie de Lange

2013/2014

Director: Finance and Corporate Services

Finance and Corporate Services

PERFORMANCE PLAN : Danie de Lange (Director: Finance and Corporate Services)

2013/2014

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets: September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
KPA 1. BASIC SERVICE DELIVERY									
General	Ensure that the Municipality complies with Legislation applicable to it	Completion of the OHASA quarterly safety checklist	4 x checklists	4 x checklists	1.2%	1 checklist	2 checlist	3 checklist	4 checklist
KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									
General	Co-ordinate recruitment and selection processes	Recruitment process completed within 12 weeks	100% compliance to the 12 week turn-around time by HR	Log	3.5%	100% completed	100% completed	100% completed	100% completed
	A legally compliant municipality	100% disciplinary hearings organised within 2 months after service of notice of misconduct.	100%	Log	3.5%	100%	100%	100%	100%
	Training	100% training in accordance with the skills development plan for F&CS	100%	Proof of completed courses, budget spent aligned to skills development plan	2.3%	100% Progress in terms of plan	100% Progress in terms of plan	100% Progress in terms of plan	100% complete
	Exercise financial control over CDM	100% of a municipalities budget actually spent on implementing its workplace skills plan	100% recorded as actual	Correspondence (Mayoral, MM, Directors)	2.3%	Reports to Mayoral and % recorded as actual	Reports to Mayoral and % recorded as actual	Reports to Mayoral and % recorded as actual	Reports to Mayoral and % recorded as actual
		Facilitate the development and Implementation of budget related policies	Approved budget related policies	Council approved policies	2.3%	n/a	n/a	revision of budgete related policies	policiies approved by council
	To ensure that the PMS is implemented and maintained in accordance with Legislation	100% of indicators met by officials reporting directly to post according to Performance Plans (shown through review documentation)	100%	Performance review report (all officials) 4th quarter	3.5%	All plans in place, signed and sent to PMS Officer	First quarter reports and reviews sent to PMS Officer	Second quarter reports and reviews sent to PMS Officer	Third and Fourth quarter reports and reviews sent to PMS Officer
	To maintain harmonious and content labour relations	Existence of a functional LLF	4 Quarterly meetings	Minutes of meetings	2.3%	Ensure 100% functionality of LLF	Ensure 100% functionality of LLF	Ensure 100% functionality of LLF	Ensure 100% functionality of LLF
KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT									

PERFORMANCE PLAN : Danie de Lange (Director: Finance and Corporate Services)

2013/2014

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets: September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
To Improve effectiveness in municipal financial management	improve corporate governance systems both in the district and LMs	Provision of assistance to 5 LMs in respect to GRAP compliance and improve Audit Outcomes (FIN00036)	Provide assistance through 1 training workshops held in GRAP compliance and new standards by making available financial management support to deal with issues raised in the LM's AG's management letter	Report	4.7%	Improved Financial Management process, policies, procedures and internal controls	Improved Financial Management process, policies, procedures and internal controls	Improved Financial Management process, policies, procedures and internal controls	Improved Financial Management process, policies, procedures and internal controls
		Financial Management and Compliance improvement Plan (FIN00037)	Review CDM AFS	Report	5.8%	Improved Financial Management process, policies, procedures and internal controls Implementation of FMIP	Improved Financial Management process, policies, procedures and internal controls Implementation of FMIP	Improved Financial Management process, policies, procedures and internal controls Implementation of FMIP	Improved Financial Management process, policies, procedures and internal controls Implementation of FMIP
General	Exercise financial control over CDM	Preparation of a funded budget	Adopted budget	Adoption by Council	11.6%	NA	Roll-over budgets received	Draft budget tabled	Approved budget by 31 May annually
		Delivery of reviewed financial statements to OAG on or before 31 August annually prepared in terms of the prescribed framework	Delivered on or before 31 August	Proof of delivery	11.6%	Statements delivered on or before 31 August	Response provided to Draft Management letter	Final letter included in annual report	NA
	Adherence to budgetary matters	Collection of outstanding debt and unconditional grants	90%	Financial statements	2.3%	NA	NA	NA	less than 10%
		Operating expenditure variance for F&CS not to exceed 10%	<10%	Financial statements	2.3%	NA	NA	NA	less than 10%
		Expenditure variance for F&CS not to exceed 10% (project related)	<10%	Financial statements	2.3%	NA	NA	NA	less than 10%
	To ensure financial sustainability	Acheiving a balanced cash flow where the municipality is able to meet all its financial commitments in the financial year	Balanced cash flow for year	Financial statements	3.5%	NA	NA	NA	Balanced cash flow. Meeting finacial commitments
	Lobby for	4 Successful	Increased funding or	Reports/copies of	5.8%	1 Successful submission	1 Successful submission	1 Successful submission	1 Successful submission

PERFORMANCE PLAN : Danie de Lange (Director: Finance and Corporate Services)

2013/2014

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets: September 2013/2014	Targets: December 2013/2014	Targets: March 2013/2014	Targets: June 2013/2014
	funding	submissions to sector departments / possible funders for Flanance and Corporate Services Department	investment as result of submissions and presentations	submissions		to sector departments/funders	to sector departments/funders	to sector departments/funders	to sector departments/funders
KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
General	Ensure that capacity support to LMs is given priority	Implementation of the CDM Capacity building strategy - Finance and Corporate Services	3 Reports (quarterly) to Capacity Building Manager	Plan and 3 reports	3.5%	Capacity building plan for Finance and Corporate Services Developed	Report to Capacity Building Manager	Report to Capacity Building Manager	Report to Capacity Building Manager
	Ensure that the Municipality complies with Legislation applicable to it	Delivery of consolidated financial statements to OAG on or before 30 September annually	Delivered on or before 30 September	Proof of delivery	3.5%	Statements delivered on or before 30 September	Response provided to Draft Management letter	Final letter included in annual report	NA
		100% Legal compliance to all key legislation and by-laws	90%	MFMA checklist complete with comments; In-year reporting	2.3%	100% overall legal compliance to all key legislation	100% overall legal compliance to all key legislation	100% overall legal compliance to all key legislation	100% overall legal compliance to all key legislation
	Risk Management	Ensure that sufficient and effective controls are in place to management risks in the institution	100% controls in place to manage risks	Internal Audit reports	3.5%	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks
	Exercise financial control over CDM	Receipt of a Clean Audit Report	Clean Audit Report	Clean Audit Report from AG	9.3%	NA	Response provided ito Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	NA
	A legally compliant municipality	No Exceptions raised in Internal and External Audit Reports	100% compliance to internal controls	Internal Audit reports and AG Reports	3.5%	NA	Response provided ito Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	NA
	Exercises budget control in order to prevent over/ unauthorized expenditure. This includes	100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance	Internal and External Audit Reports	3.5%	100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy

CORE COMPETENCY REQUIREMENTS (CCR's) : Danie de Lange (Director: Finance and Corporate Services)

2013/2014

Core Competency Requirement	Annual Target	Proof	Weighting	Targets			
				September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
CCR 1. MANAGERIAL							
Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	25%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
CCR 2. OCCUPATIONAL							
Financial Management	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	25%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
People Management and Empowerment	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	25%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
Interpretation of and implementation within the legislative and national policy frameworks	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	25%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly

Cacadu District Municipality 2014/15 Annual Budget and MTREF

2.15 Municipal Manager's quality certificate

I, D M Pillay, Municipal Manager of Cacadu District Municipality, hereby certify that the annual budget and supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act, and that the annual budget and supporting documents are consistent with the Integrated Development Plan of the municipality.

Print Name D M. PILLAY
Municipal Manager of Cacadu District Municipality

Signature [signature]

Date 29/05/2014

DAYALAN MURUVEN PILLAY
MUNICIPAL MANAGER
CACADU DISTRCT MUNICIPALITY
P.O. BOX 318
PORT ELIZABETH 6000